

Cornell University

ANNOUNCEMENTS

Graduate School of Business and Public Administration



1965-66

ACADEMIC CALENDAR

	1965-66	1966-67
FALL SEMESTER		
Convocation, new students (B.&P.A.)	Su, Sept. 19	Su, Sept. 18
Registration, first-year students	M, Sept. 20	M, Sept. 19
Registration, returning students	T, Sept. 21	T, Sept. 20
First semester instruction begins, 1:00 p.m.	W, Sept. 22	W, Sept. 21
<i>Thanksgiving Recess</i>		
Instruction suspended, 12:50 p.m.	W, Nov. 24	W, Nov. 23
Instruction resumed	M, Nov. 29	M, Nov. 28
<i>Christmas Recess</i>		
Instruction suspended, 12:50 p.m. (10 p.m. in 1966)	S, Dec. 18	W, Dec. 21
Instruction resumed	M, Jan. 3	Th, Jan. 5
First semester instruction ends	S, Jan. 22	S, Jan. 21
Second semester registration, continu- ing students	M, Jan. 24	M, Jan. 23
Examinations begin	T, Jan. 25	T, Jan. 24
Examinations end	W, Feb. 2	W, Feb. 1
SPRING SEMESTER		
Registration, new students	S, Feb. 5	S, Feb. 4
Second semester instruction begins	M, Feb. 7	M, Feb. 6
<i>Spring Recess</i>		
Instruction suspended, 12:50 p.m.	S, Mar. 26	S, Mar. 25
Instruction resumed	M, April 4	M, April 3
Second semester instruction ends	S, May 28	S, May 27
Examinations begin	M, May 30	M, May 29
Examinations end	T, June 7	T, June 6
Commencement Day	M, June 13	M, June 12

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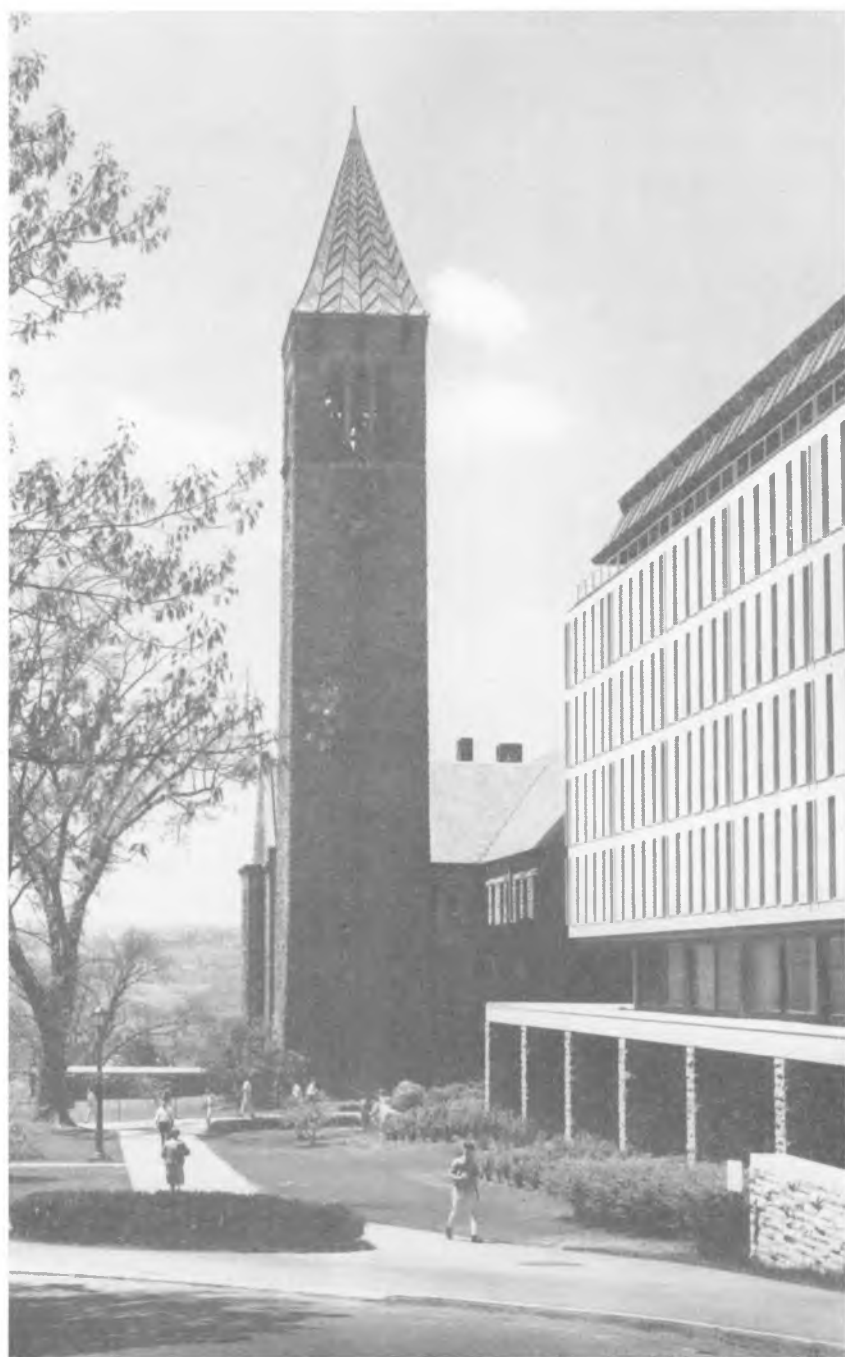
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Business and Public
Administration

1965-66



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*A group of the School's faculty
meet informally in the Collyer
Room of Malott Hall.*

I. INTRODUCTION

Faculty, Staff, and Advisory Council

Listed below are the officers of administration, the faculty, the research associates, and the administrative staff of the School. Brief descriptions of the backgrounds and interests of those currently teaching in the School are presented. The School's Advisory Council is also noted.

Officers of Administration

JAMES A. PERKINS, A.B., Ph.D., President of the University.

WILLIAM D. CARMICHAEL, M.P.A., B.Litt., Ph.D., Dean of the School.

DAVID A. THOMAS, M.B.A., Ph.D., C.P.A., Associate Dean of the School.

JOHN SUMMERSKILL, Ph.D., Director of the Sloan Institute of Hospital Administration.

ROBERT W. SHIVELY, Ed.M., Director of Admissions and Student Affairs.

EDWARD S. FLASH, JR., M.P.A., Ph.D., Director of Placement and Alumni Affairs.

Faculty

ALAN A. ALTSHULER, Ph.D. (Chicago), Assistant Professor of Government.

- Professor Altshuler's special interests center on the political and administrative problems of governmental control of economic life. His research activities have included municipal and regional agencies, federal regulatory agencies, and recent developments in urban transportation and regional planning. He has published a book on city planning and a volume of readings on the politics of American public administration.

DOUGLAS E. ASHFORD, M.A. (Oxford), Ph.D. (Princeton), Associate Professor of Public and International Affairs.

- Professor Ashford's research and teaching are focused on the problems of modernization and political development in the less developed parts of the world. His several books and articles in this field draw heavily on research he has undertaken in North Africa. He has served as an Area Studies Director in a Peace Corps Training Program and as a consultant for the Institute for Defense Analyses.

ROY E. BAKER, D.B.A. (Harvard), Assistant Professor of Accounting.

- Financial reporting, hospital accounting, and municipal and industrial accounting practices are Professor Baker's primary interests. He is currently engaged in research on hospital costs under a grant from the National Institutes of Health. He has published several articles and a monograph on accounting subjects.

ROGER M. BATTISTELLA, M.P.H. (Michigan), Lecturer in Hospital Administration.

- Mr. Battistella is interested in medical care administration and in medical care problems confronting aged and middle-aged persons. He has served on the staff of a U.S. Senate special committee on the aging and has done research on the utilization of health services under voluntary insurance plans.

FREDRICK T. BENT, Ph.D. (Chicago), Associate Professor of Public Administration.

- International and comparative administration are Professor Bent's chief interests. He has served as Home Staff Coordinator of the School's contract with the Agency for International Development providing technical assistance to the Middle East Technical University in Ankara, Turkey, and during the 1965-66 academic year he is in Turkey under that program. He has also served as Acting Editor of the *Administrative Science Quarterly* and as Associate Director of Cornell's Center for International Studies.

SYLVESTER E. BERKI, M.A. (Yale), Acting Assistant Professor of Medical Economics.

- Relations between market performance and public policy in the manufacturing sector and in the field of health care services constitute Professor Berki's primary interests. He has studied certain aspects of the drug industry. He is currently doing research on the pricing of antibiotics and the economics of hospital services.

HAROLD BIERMAN, JR., M.B.A., Ph.D. (Michigan), Professor of Accounting and Managerial Economics.

- Professor Bierman's interests are in the areas of recording and communicating financial information and business decision making with the aid of quantitative techniques. He has had experience in public accounting and industry and is the author of a number of books and articles in the fields of accounting and quantitative analysis. He is a Faculty Leader in the School's Executive Development Program.

EARL BROOKS, M.S. (American University), Professor of Administration.

- Professor Brooks is an expert in management problems in the personnel

area. He consults and assists business management on a range of problems, including the effective use of management time and management objectives. He has published numerous articles on personnel matters. He is a Coordinator of the School's Executive Development Program.

DOUGLAS R. BROWN, M.S. (Columbia), Lecturer in Hospital Administration.

- Mr. Brown joined the Cornell faculty after serving in an administrative capacity in several hospitals. His research commitments are in the areas of hospital and public administration. He is the Executive Director of the School's Hospital Administrators Development Program.

JOSEPH B. BUGLIARI, LL.B. (Cornell), Lecturer in Business Law.

- Formerly an associate with the firm of Royall, Koegel, and Rogers in New York, Mr. Bugliari is currently assistant to the Associate Justice of the Appellate Division of the New York Supreme Court, Third Department. He is interested in the law pertaining to business associations and legal problems in the hospital-health area.

DAVID L. CALL, Ph.D. (Cornell), Associate Professor of Food Economics.

- Professor Call is engaged in studies concerning the economics of food production, marketing, and consumption. He has written extensively on marketing and management subjects, and he serves as a consultant to distributors of agricultural products, food manufacturers, and food retailers. He is the Director of the School's Agribusiness Executives Program. His appointment at Cornell is under the H. E. Babcock Professorship in the Graduate School of Nutrition.

WILLIAM D. CARMICHAEL, M.P.A., B.Litt. (Oxford), Ph.D. (Princeton), Professor of Economic Policy.

- Before coming to Cornell, Professor Carmichael had served as a legislative analyst and economist in the U.S. Bureau of the Budget and as director of undergraduate studies in the Woodrow Wilson School at Princeton University. His fields of interest include public finance and fiscal policy. He currently serves as a consultant to the Ford Foundation.

RICHARD W. CONWAY, Ph.D. (Cornell), Professor of Computer Science.

- Professor Conway specializes in the fields of operations research and computer science. He has been a consultant to a number of large companies and to the Rand Corporation in these fields. He is currently the Director of a National Science Foundation research project on manufacturing control. He is on the Executive Committee of Cornell's Computing Center.

MELVIN G. DE CHAZEAU, Ph.D. (Harvard), Professor of Business Economics and Policy.

- Problems in business-government relations occupy Professor de Chazeau's attention. He has served as an economic consultant for both industry and government and is presently an adviser on antitrust matters to a group of public utilities. He has written extensively on the economics of public utilities and the steel and oil industries. He is a Coordinator of the School's Executive Development Program.

ARCH T. DOTSON, Ph.D. (Harvard), Associate Professor of Government.

- Professor Dotson has long experience in problems of state and local government. For two years he served as Deputy Controller of the State of New York. More recently, as a consultant to the Ford Foundation, he has played an active part in development planning in India, Japan, Iran, and the Philippines. In 1960-62 Professor Dotson was the public administration member of the Ford Foundation team advising Calcutta on problems of urbanization.

ALLAN R. DREBIN, M.B.A., Ph.D. (Michigan), C.P.A., Associate Professor of Accounting.

- Professor Drebin is primarily interested in the role of accounting information and its impact on economic decisions. He is the author of a monograph and several articles in this field and is currently engaged in research concerning the accounting treatment of research and development costs. He has served as a consultant to the Rand Corporation as well as to business firms and governmental agencies.

THOMAS R. DYCKMAN, Ph.D. (Michigan), Associate Professor of Accounting and Quantitative Analysis.

- Accounting, statistics, and quantitative approaches to decision making are Professor Dyckman's fields of interest. His publications have dealt with such topics as automobile sales and installment credit, the investment decision, and the effects of alternative accounting techniques on management decisions. He is currently engaged in research on certain issues associated with decision making.

EDWARD S. FLASH, JR., Ph.D. (Cornell), Assistant Professor of Public Administration.

- Urban affairs and federal administration are Professor Flash's major interests. He has recently completed a book on the Council of Economic Advisers. He is an experienced civil servant, having served with the Navy Department, the District of Columbia Government, and the Commission on the Organization of the Executive Branch of the Government. He has also consulted with agencies of the federal government.

FRANK F. GILMORE, S.M. (M.I.T.), Professor of Business Administration.

• The fields of business policy and executive development are the major concern of Professor Gilmore. His work in these subjects is based on experience both in an executive capacity and as a consultant in several firms. His recent research has been in the area of corporate planning. He is the Director of the School's Executive Development Program.

WARREN H. HAUSMAN, B.A. (Yale), Lecturer in Production and Managerial Economics.

• Mr. Hausman's interests lie in the fields of production and operations management, managerial economics, and quantitative analysis. Formerly a consultant to the Rand Corporation, he has had experience both in management consulting and as an operations research specialist with General Foods Corporation. He is currently completing research on a sequential planning problem for a doctoral dissertation to be submitted to the Massachusetts Institute of Technology.

ALBERT M. HILLHOUSE, J.D., Ph.D. (Northwestern), Professor of Public Finance.

• Federal debt and budget policies, governmental accounting, and the theory and managerial aspects of municipal finance constitute Professor Hillhouse's primary interests. He is a consulting editor to *The Federal Accountant* for central government finance abroad. He has written extensively in the field of government finance and has served as a consultant to special commissions on public finance and to state and local governments. He will be on leave during the second semester of the 1965-66 academic year.

G. DAVID HUGHES, M.B.A., Ph.D. (Pennsylvania), Assistant Professor of Marketing.

• Professor Hughes is particularly concerned with the application of measurement theory to marketing management. He is currently working on an econometric analysis of the effects of changes in fashion on expenditures and organization for marketing in retail establishments. He has also written on the influence of personal selling on buyers' attitudes.

JOHN G. B. HUTCHINS, Ph.D. (Harvard), Professor of Business History and Transportation.

• The fields of business and government relations, economic and business history, and transportation are of concern to Professor Hutchins. He is particularly interested in merchant shipping and is currently engaged in research on problems of merchant marine policy. He is the author of a book on merchant marine policy and numerous articles on this and other subjects. Professor Hutchins currently serves as Field Representative for doctoral programs in

the School. He is also a Director of the Brown-Wales Company, Cambridge, Massachusetts, a steel service center.

G. PETER LAUTER, M.B.A. (California at Los Angeles), Instructor in Business Administration.

- Mr. Lauter's interests lie in the field of international business. He has worked in Hungary, England, Canada, and the United States. He is currently on overseas assignment with the School's program at Middle East Technical University in Ankara, where he is teaching and conducting research on his doctoral dissertation.

THOMAS M. LODAHL, Ph.D. (California at Berkeley), Associate Professor of Administration.

- A specialist in social-industrial psychology, Professor Lodahl has done research on leadership, group learning and problem solving, and the definition and measurement of job involvement. As an Associate of the National Training Laboratories, he has consulted with various organizations on problems of improving leadership and human-relations skills of members. He is currently working on research projects on personality and buying behavior and on organizational change. He also serves as Editor of the *Administrative Science Quarterly*.

CRAIG C. LUNDBERG, M.B.A. (Washington), Lecturer in Organizational Behavior.

- Mr. Lundberg's research and teaching interests have recently focused on the dynamics of social systems and on managerial behavior. He is concerned particularly with the interpersonal aspects of the decision-making process and more generally with adapting behavioral science methods and findings for the administrator.

ALAN K. McADAMS, M.B.A., Ph.D. (Stanford), Associate Professor of Managerial Economics.

- Professor McAdams teaches and is engaged in research in the fields of managerial economics and business-government relations. He has published in the fields of business-government relations and management decision making and is currently serving as a consultant on antitrust matters to a group of utilities. He is a Faculty Leader in the School's Executive Development Program. He will be on leave during the second semester of the 1965-66 academic year.

ARTHUR E. NILSSON, M.B.A., Ph.D. (Yale), Professor of Finance.

- Professor Nilsson's primary interest is in the area of corporation finance. He has long been interested in the work of the Securities and Exchange Commis-



Three members of the School's faculty discuss the development of a course in quantitative methods for management.

sion, in which, during its early years, he served as a financial analyst. He is a consultant on business financial problems and a Coordinator of the School's Executive Development Program.

ROBERT V. PRESTHUS, Ph.D. (Chicago), Professor of Public Administration.

- Professor Presthus' recent research has been focused on problems of organizational behavior and community power structures. He is the author of a number of books and articles in the fields of organizational theory and public administration.

JOHN M. RATHMELL, M.B.A., Ph.D. (Pennsylvania), Professor of Marketing.

- Professor Rathmell is currently investigating the marketing of services, marketing in the multi-national firm, and the applicability of developments in general management to the management of marketing operations. He is writing a text on the management of the marketing function and has written articles and monographs in various areas of the field.

DELWIN A. ROY, M.B.A. (California at Berkeley), Instructor in Business Administration.

- Mr. Roy is primarily interested in the role of labor in developing nations. He has taught at Purdue University while taking course work toward a Ph.D. Currently he is on overseas assignment with the School's program at Middle East Technical University in Ankara, where he is teaching and conducting research on the Turkish labor movement.

DONALD C. SAMSON, A.B., M.D. (Syracuse), Visiting Professor of Administrative Medicine.

- Dr. Samson, who participates on a part-time basis in the curriculum of the Sloan Institute of Hospital Administration, is at present working on methods of programming medical instruction. He has written in the field of cerebral metabolic disorders and on brain function. He is in charge of the introductory medical courses and of the out-patient department at the New York Upstate Medical Center at Syracuse.

ALLAN D. SHOCKER, M.S. (Carnegie Inst. of Tech.), Lecturer in Marketing.

- Mr. Shocker is interested in applications of quantitative analysis and behavioral science to marketing. He is also interested in the structure and uses of management games and in quantitative methods, applied economics, and organization theory. He is currently engaged in dissertation research concerning the problem of obsolescence in management and the role of self-education for managers as a means of combatting obsolescence.

FRED S. SILANDER, Ph.D. (Cornell), Visiting Associate Professor of Managerial Economics.

- During 1965-66 Professor Silander is serving as Chief of Party of the Cornell group assisting in the development of the Faculty of Administrative Sciences of the Middle East Technical University in Ankara, Turkey, under a contract with the Agency for International Development. He has conducted research on the economics of the textile industry and is a co-author of two bibliographies on decision making. Professor Silander is on leave this year from DePauw University, where he serves as Associate Professor of Economics.

SEYMOUR SMIDT, Ph.D. (Chicago), Professor of Managerial Economics.

- Professor Smidt has engaged in studies in the fields of managerial economics, business conditions, and agricultural economics. He has written in the areas of economic development, capital budgeting, and commodity futures markets. He has served as a consultant to industry and as Chief of Party on the School's project at the Middle East Technical University in Ankara, Turkey.

WILLIAM J. STEWART, B.A. (Melbourne), Visiting Professor of Accounting.

- Professor Stewart is interested in cost accounting, financial accounting, and

auditing. He has done research in the areas of accounting for the construction industry and capital budgeting. He is the author of three books and a number of articles on accounting subjects. He is on leave from the University of New South Wales, Kensington, Australia.

JOHN SUMMERSKILL, Ph.D. (Pennsylvania), Professor of Administration.

• Professor Summerskill is a clinical psychologist who practiced in that field for ten years. From 1958 to 1964 he was Vice President for Student Affairs at Cornell. He has conducted research and written on various problems in both student medicine and higher education.

DAVID A. THOMAS, M.B.A., Ph.D. (Michigan), C.P.A., Professor of Accounting.

• Professor Thomas is interested in cost accounting, accounting for the construction industry, industry cost structures, and philanthropy and is the author of several books, monographs, and articles on these subjects. He has worked in public accounting and industry, and he presently serves as the Administrator of the Charles E. Merrill Trust.

PAUL P. VAN RIPER, Ph.D. (Chicago), Professor of Public Administration.

• Professor Van Riper's major interests are in areas of public administration and American politics and include organization theory, public personnel management and executive development, civil-military relations, and administration of higher education. He is the author or co-author of several books and articles on those subjects. He is a consultant to the United States Civil Service Commission and a member of the Historical Advisory Committee of the National Aeronautics and Space Administration.

RICHARD R. WEST, M.B.A., Ph.D. (Chicago), Assistant Professor of Finance.

• Professor West is particularly concerned with the organization and functioning of money and capital markets. His current research involves studying the effects of differences in underwriting competition on the interest cost of municipal bonds. He has published several articles on other aspects of the municipal bond market. Prior to coming to Cornell he was a Resident Fellow with the Federal Reserve System.

RODNEY F. WHITE, M. Comm., Ph.D. (Chicago), Associate Professor of Administration.

• Professor White's research interests are in the fields of organizational behavior and the health professions. He is currently working with others on a study of the backgrounds and roles of hospital administrators. He is an Associate Editor of the *Administrative Science Quarterly* and serves as a Seminar Chairman in the Hospital Administrators Development Program.

LEROY K. YOUNG, M.B.A. (Cornell), M.D. (Pennsylvania), Assistant Professor of Hospital Administration.

• Professor Young is particularly interested in the field of medical economics and is engaged at present in a study of private health insurance measures. Dr. Young combines his work in the School with service as a physician and Associate Professor at the Cornell Medical Clinic. He is also a Seminar Chairman in the Hospital Administrators Development Program.

Emeritus Professor

DONALD ENGLISH, M.B.A., Professor of Accounting, Emeritus.

Research Associates

JOAN S. DODGE, Ph.D., Research Associate in Hospital Administration.

MIRIAM T. DOLSON, Ph.D., Research Associate in Hospital Administration.

ROBERT C. MORRIS, M.S., Research Associate in Hospital Administration.

Administrative Staff

EDLA L. BEALD, B.S., Registrar and Administrative Aide to the Dean.

INEZ M. KING, Administrative Aide to the Dean.

JANE T. WARREN, A.B., Administrative Aide.

BETSY ANN OLIVE, B.L.S., Librarian.

ANN M. WILKINSON, M.S. in L.S., Associate Librarian.

LILLIAN B. PARKE, Head, Library Circulation and Reserve.

Advisory Council to the School

HAROLD BRAYMAN, Director, Public Relations Department, E. I. du Pont de Nemours & Company, Inc. (*Chairman*).

ROBERT O. BASS, President and General Manager, Morse Chain Company.

ALBERT K. CHAPMAN, Chairman of the Board, Eastman Kodak Company.

JOSEPH L. EASTWICK, Chairman of the Board, James Lees and Sons.

ROGER W. JONES, Special Assistant to the Director, Bureau of the Budget, Executive Office of the President.

JAMES A. MCCONNELL, former Assistant Secretary, Department of

Agriculture; former Executive Vice President, Cooperative Grange League Federation Exchange, Inc.

WILLIAM R. ROBERTSON, General Agent, Massachusetts Mutual Life Insurance Company.

NELSON SCHAEFEN, President, Smith, Barney & Co., Inc.

JOHN P. SYME, former Vice President, Johns-Manville Corporation.

GUIDO F. VERBECK, JR., Senior Vice President, Morgan Guaranty Trust Company.

The School and the University

In its creation and development the Graduate School of Business and Public Administration has drawn support from and in turn has reflected the century-long traditions of Cornell University. From its very founding Cornell University broke from the then dominant emphasis on the classics and provided educational programs more closely related to the growth of American life and society. In the same spirit Cornell took the lead in welcoming students from overseas.

The pursuit of this broad purpose has made Cornell—a private institution but also the land grant university of New York—a university of fifteen major schools and colleges, of which four are supported by the State of New York. Coeducational and nonsectarian, it has a student body of more than 12,000, a faculty of 1,800, and a library of over 2,000,000 volumes. It is within this framework that the School has set its goals and fashioned its programs.

Like the University of which it is a part, the School draws its student body from a wide variety of disciplines and cultural environments. The 260 Master's degree candidates currently in residence come from more than 100 American and foreign colleges and universities. Of these, approximately 220 are studying for the Master of Business Administration (M.B.A.) degree and 40 for the Master of Public Administration (M.P.A.) degree. More than two-thirds of the students have a background of undergraduate studies in arts or sciences, while approximately one-fifth were engineering students as undergraduates. Three-quarters began their graduate training immediately after receiving their Bachelors' degrees and the remaining quarter following military or work experience.

Because of the diverse backgrounds of the School's students and the need for a common understanding of the environment and functions of management, much of the first-year program for each of the School's

professional degrees is predetermined. Once this basis for further studies is acquired, the student, with the approval of his adviser, may choose among a wide range of course offerings in building a purposeful program or "concentration" fitted to his needs and aspirations. Reflecting the multi-disciplinary nature of the executive function, second-year programs are flexible and broad in scope and embrace not only the offerings of the School but also those of other parts of the University.

The programs of the School are not confined to studies for the professional Masters' degrees. Work for the degree of Doctor of Philosophy (Ph.D.) is also offered. In addition, the School conducts several development programs for experienced executives and sponsors a number of research activities. Further, the School's interest in advancing the art and science of administration is expressed in the *Administrative Science Quarterly* and other publications. These programs and publications are described in greater detail in subsequent sections of this Announcement.

The School admitted its first students in 1946. It became an independent graduate school at Cornell in 1955, and its doctoral program was started that year. The Sloan Institute of Hospital Administration was also established as an integral part of the School in 1955.

The School is housed in Malott Hall, which was completed during the spring of 1964. This building was designed to meet the specialized requirements of graduate education in administration. It houses the Eastwick Library, a center for student activities, faculty and administrative offices, and lecture, seminar, and case discussion rooms.

Education for Management

Today's executive in business, government, or hospital and medical care administration must have competence in many disciplines in order to understand both the complexities of the external environment in which he operates and the internal workings of the organization of which he is a part. The continued development of science and technology, the rapid growth of our population, and the ever-changing nature of the international environment are among the factors which are significantly altering the scope and character of management decision making and imposing new responsibilities upon administrators at all levels. New developments in quantitative analysis are accompanied by a revolution in information processing, made possible by high-speed computers. On another front, rapid advances in the behavioral sciences

are suggesting new approaches for management to employ in organizing human effort and in arriving at policy decisions.

While the knowledge and analytical ability which a successful executive must possess will be developed in part from the constant challenge and stimulation of experience, education in business or public administration can establish a sound basis for acquiring such knowledge and analytical ability. Graduate education for management can also help crystallize career objectives and improve mobility and discretion in the choice of employment. In the last analysis success will be determined by the student's own efforts to develop his abilities and potentialities. Graduate study in business and public administration will expand his opportunities. The realization of those opportunities rests with the student.



A professor and his students exchange views on a problem in an investment management case.

II. MASTER'S DEGREE PROGRAMS

Approach and Content

The School's program for the Master of Business Administration or the Master of Public Administration degree requires two years of study and the completion of 60 credit hours of course work. Much of the first year is taken up with core courses which introduce the student to the broad range of disciplines relevant to administration and provide him with the necessary background for more specialized studies. By contrast, the second year is devoted almost entirely to elective courses chosen by the student, in consultation with his adviser, to meet his own particular career interests and objectives.

Flexibility. Contributing to a high degree of flexibility in the Master's degree programs of this School are: (1) the possibility of being exempted from core courses in areas in which the student possesses an adequate background upon entering the School, (2) the availability of a wide range of elective courses in the School's curriculum, and (3) the opportunity for the student enrolled in the School to take a portion of his studies in other colleges and schools of Cornell University.

A student with a strong undergraduate background in one or more of the subjects included in the core curriculum may be exempted from a core course requirement on the basis of successful completion of an examination in the subject matter covered by the course. Exemption examinations are administered immediately prior to fall term registration. The student who passes an exemption examination does not thereby receive credit toward his degree, but the number of elective courses which he may take is increased and he is able to move more quickly into work in his special areas of interest.

The student is asked to choose his elective courses with the guidance of his faculty adviser and with some purposeful pattern in view.

Although no "major" is formally required, a wide range of fields of concentration have been identified and are described in the pages below.

In working out his elective course program, the student is often encouraged to enroll in courses offered in other divisions of the University as well as in those offered by the School itself. Of particular interest to students in the fields of business and public administration are the graduate course offerings of the Departments of Economics and Government of the College of Arts and Sciences, the Department of Industrial Engineering and Administration of the College of Engineering, the Department of City and Regional Planning of the College of Architecture, the College of Agriculture, and the School of Industrial and Labor Relations.

Method of Instruction. Teaching methods vary with the subject matter and with the preferences of the instructors. The case method, the lecture-discussion approach, and the seminar method are all extensively employed. Cases are introduced in an effort to acquaint the student with the complexities of real management situations requiring analysis, decision, and the development of a course of action. The lecture-discussion approach is employed in areas in which it can contribute to the effective integration of reading assignments and class materials. Most advanced courses are offered as seminars, in which individual study and research are required and ideas can be exchanged at length.

Honors. During the second year, high-ranking students are encouraged to participate in an honors program in which they are required to prepare a paper in their field of special interest and to defend it before a group of students and faculty. The successful completion of this program is recognized by the conferring of "Honors" upon graduation. Outstanding performance in the regular course program of the School is recognized at the end of each term by the publication of a Dean's List.

Business Administration

The School's program in business administration is designed to provide an educational foundation for responsible business leadership. Organizational behavior and administrative relationships are examined with the aid of contributions from the behavioral sciences. The uses and limitations of quantitative approaches to managerial problems are

explored. A foundation in economic analysis is presented in order to equip the student with analytical tools of proven value in decision making and to provide him with a better understanding of the environment in which business operates. The functions of marketing, production, and finance are investigated, and an effort is made to instill in the student an appreciation of the interrelationships of these functions and an understanding of the company-wide planning process. The political and economic foundations of the United States business community and the nature and impact of important public policies are also explored.

The Core Program in Business Administration

A large portion of the first year of study for the M.B.A. is devoted to completing a series of core courses in organizational behavior and human relations, accounting, quantitative methods and economic analysis for management, and the functional areas of marketing, production, and finance. The structure of the first-year curriculum is indicated on the chart below. Detailed descriptions of core courses are presented in the following section on pages 31-34.

FIRST-YEAR BUSINESS ADMINISTRATION PROGRAM

Fall Semester		Spring Semester
120. Organizational Behavior and Theory (First half semester)	121. Personnel Administration and Human Relations (Last half semester)	Elective Course
122. Managerial Accounting		Elective Course
123. Quantitative Methods for Management I		127. Production (Ten weeks)
124. Economic Analysis for Management I		125. Economic Analysis for Management II
126. Marketing (Ten weeks)		128. Finance

Course 200, Business Policy Formulation, is required of M.B.A. candidates in the first term of the second year. In addition, students are asked to complete at least one course concerning questions of business-government relations. (For a list of courses which fulfill this requirement, see page 33 below.)

Work beyond the Core

During his first year the M.B.A. candidate may enroll in at least two elective courses in his special field or fields of interest. With the

exception of the two requirements noted just above, his entire second-year program may be made up of courses selected according to his particular career focus and needs.

To assist the student in developing a purposeful pattern of courses for his work beyond the core program, the following fields of concentration have been defined:

Industrial Accounting. This concentration is designed to lead to careers in business or governmental accounting or in general management. Its requirements are flexible and depend on the student's preparation prior to entering the School and on his vocational objectives. A typical program in this field includes second-year courses in finance, managerial economics, and computer applications as well as in intermediate, advanced, cost, and tax accounting.

Professional Accounting. This concentration, which is designed to prepare the student for a career in public accounting, meets the academic requirements for the Certified Public Accountant certificate in New York State. The regulations of the New York State Education Department specify that the C.P.A. candidate must be a graduate of an educational institution offering an accounting curriculum registered by that Department and that he must have completed the following minimum semester credit hour requirements in his academic program: liberal arts subjects, 48; business subjects, 57 (including 24 in accounting, 6 in commercial law, 6 in finance, 6 in economics, and 15 in other business subjects); and electives, 15. These requirements may be met by combining undergraduate course credits with those received in this School. A student who plans to fulfill the academic requirements for the New York C.P.A. certificate must take the following courses: 300, Intermediate Accounting; 301, Advanced Accounting; 302, Cost Accounting; 303, Seminar in Managerial Accounting; 305, Federal Taxation and Tax Accounting; 307, Auditing; 308, Law of Business Associations; and 309, Advanced Business Law. He should also elect course 306, Governmental Accounting. Because careful scheduling is necessary if these course requirements are to be met, students contemplating the C.P.A. program are strongly urged to consult with a member of the accounting staff at the outset of their work in the School. (*Note:* For students with high academic records, six-week internships in public accounting firms may be arranged during the second year of study.)

Finance. This concentration is designed to provide a thorough understanding of the role of finance in administrative and decision-making

processes and to familiarize the student, in some depth, with the mechanisms and operations of the financial system and the intricate interrelationships between business and government in the realm of finance. The program in business finance presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organizations. This concentration meets the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings, and investment banking, in financial counseling, and in investment management.

International Business Operations. Students interested in careers in international business operations may develop a field of concentration based on courses offered in this School and in other parts of the University. Specialized courses are given in the developmental process, administrative problems in developing countries, American operations abroad, and international marketing. In addition, the School's offerings in the field of business policy formulation and general management involve extensive consideration of the managerial problems of international corporations. Supporting courses are available in the Department of Economics in international trade, international monetary policy, and international economic theory. For students with well-defined geographic interests, language and area studies offerings are also available.

Managerial Economics. This concentration is designed for students seeking careers either in general management or as professional economists in industry or in government. The rapidly expanding application of economic analysis in decision making is creating wider opportunities for men trained in its use both in line management posts and in staff positions in large industrial corporations, banks, insurance companies, investment firms, and merchandising operations, and in many departments of the federal and state governments. The student who elects this concentration should have had some previous training in economic studies, especially economic theory, and should possess some background in mathematics. His program in the managerial economics concentration may emphasize either a qualitative or a rigorously quantitative approach, but a basic understanding of both is needed and must be demonstrated. Thus the student is expected to develop a firm grasp of the economic and institutional framework of business behavior and of government policies that condition business performance. He is also required to develop com-

petence in the use of basic mathematical and statistical tools. In carrying out his program the student may focus in depth on the analysis of problems associated with the functions of finance, marketing, or business management, or he may elect to concentrate on the more general issues of government operations and public policy. In either case, with the consent of his adviser, the student may call upon the varied resources of the University to complement and supplement course offerings in this School.

Marketing. This concentration provides the student with an understanding of the operational and policy aspects of the marketing function. The role of marketing in identifying and developing demand for products and services and in facilitating the orderly movement of goods through the productive stages to consumers is examined in detail. The dynamics of demand, channels of distribution, competitive behavior, sales forecasting, advertising strategy, marketing measurement, and pricing and product development policies are among the subjects emphasized. The analytical tools of economics, psychology, sociology, and operations research are applied in this field.

Personnel Management. The objectives of this concentration are the following: to develop an understanding of personnel administration as a management function and of its relationship to other management activities; to familiarize the student with the policies, methods, and techniques utilized in the process of personnel administration; to develop the capacity to analyze personnel problems, select the most effective means of dealing with them, and plan appropriate courses of action; and to explore current trends and research in the field of personnel administration and human relations. Courses and seminars in this field deal with such topics as motivation, supervision, communications, selection, training, compensation, discipline, performance review, promotion, transfer, development, safety, and employee services and benefits. In addition to the courses and seminars in personnel management and human relations offered by this School, students interested in this field may also take advantage of a wide range of graduate courses related to personnel management in other divisions of the University. Of particular note are the graduate course offerings of the School of Industrial and Labor Relations in collective bargaining, labor union history and administration, industrial training, labor market economics, industrial psychology, selection and placement, social security, wage and salary administration, job analysis, and human relations.

Production and Operations Management. This concentration is designed to provide a thorough comprehension of the major economic problems of production and operations management, together with the analytical techniques most effective in their solution. Courses in this field deal with such topics as process and equipment selection, product planning, aggregate production and work-force scheduling, production and inventory control, distribution systems, project control, job-shop scheduling, and quality control. Students develop an understanding of the effectiveness and the limitations of analytical techniques such as linear programming, classical methods of optimization, dynamic programming, computer simulation, critical path methods, heuristic programming, and statistical analysis. Students interested in this field are encouraged also to take course work in the closely related areas of managerial economics and quantitative analysis.

Quantitative Analysis for Managerial Decision Making. This concentration is designed to develop skill in the use of mathematics and statistics for solving managerial problems. Work in this field is offered by the School in cooperation with the Department of Industrial Engineering and Administration of the College of Engineering, and several courses are given jointly by that Department and the School. Students electing this concentration may develop programs, with the assistance of their advisers, which include courses drawn from the School's offerings in operations research, computer applications to business, and managerial economics. They may also elect courses in other departments of the University, including the Departments of Mathematics and Economics in the College of Arts and Sciences and the Department of Industrial Engineering and Administration in the College of Engineering. The facilities of the Computing Center are available for the use of students both in course work and in approved research projects.

Transportation. For students interested in careers in transportation, courses are offered, normally for second-year students, in the special features of transportation activities. With respect to railroads, motor carriers, airlines, and shipping firms, emphasis is placed on the features of pricing, service, operations, organization, finance, and public policy peculiar to each. Students electing this field take advanced work in supporting business subjects and in the field of public regulation of industry.

Special Programs. In addition to the fields of concentration noted above, special concentrations may be developed to meet a student's needs

in other aspects of business administration, such as *Agricultural Management* and *Organizational Theory and Behavior*.

Public Administration

The rapid evolution of the role of government over the course of the last three decades has added immeasurably to the dimensions of public administration and to the career opportunities available in that field. An expanded and strengthened career public service is contending with a host of new and difficult domestic and international challenges. The M.P.A. curriculum is intended for students who aspire to careers in government at the federal, state, local, or international level. It is designed to prepare individuals for careers in administration and policy formulation in program areas as diverse as urban affairs and overseas economic development or in staff functions in such areas as finance, budget analysis, or personnel management. It also provides a basis for work with private enterprise in the management of its relations with government, or with government in its relations with business.

Education for a career in public affairs should provide the student with an awareness of the political processes of representative government and an appreciation of the decision-making and managerial processes of public agencies. It should also equip him with an understanding of the broad spectrum of public policy issues and a thorough knowledge of the intricacies of at least one major public policy area. Finally, it should develop in the student the analytical ability which is essential to successful policy formulation and execution. These are the objectives of the graduate program in public administration at Cornell.

The Core Program in Public Administration

A large portion of the first year of study for the M.P.A. is devoted to completing a series of core courses in organizational behavior and human relations, accounting, quantitative methods and economic analysis for management, and management of public agencies. The structure of the first-year curriculum is indicated on the chart below, and detailed descriptions of the core courses are presented in the following chapter on pages 31-35. These core courses introduce the student to the several disciplines relevant to the practice of public administration and provide him with the basis for advanced work in his particular field or fields of interest.



*Students at work in the Eastwick
Library in Malott Hall.*

FIRST-YEAR PUBLIC ADMINISTRATION PROGRAM

Fall Semester		Spring Semester
120. Organizational Behavior and Theory (First half semester)	121. Personnel Administration and Human Relations (Last half semester)	Elective Course
122. Managerial Accounting*		Elective Course
123. Quantitative Methods for Management I		Elective Course
124. Economic Analysis for Management I		125. Economic Analysis for Management II
130. Management of Public Agencies I		131. Management of Public Agencies II

* M.P.A. candidates may omit the last half of Course 122, but those who do so must take Course 306, Governmental Accounting.

In the second year all candidates for the public administration degree participate in Course 555, Issues of Public Policy and Administration, in which the similar and dissimilar elements present in a wide range of public policy issues are explored. Like candidates for the degree in business administration, students in the public administration program are asked to complete at least one course concerning questions of business-government relations. (For a list of the courses which fulfill this requirement, see page 33 below.)

Work beyond the Core

During his first year the M.P.A. candidate may enroll in at least three elective courses in his special field or fields of interest, and during his second year, with the exception of the two requirements noted just above, his entire program may be made up of courses selected according to his particular career focus and needs. In addition to the courses offered by this School in public administration, public policy, and related fields, the student's elective program often involves work in the foreign area study programs, the Department of City and Regional Planning of the College of Architecture, the School of Industrial and Labor Relations, or in various departments of the College of Arts and Sciences.

As a supplement to their academic work, public administration students are strongly urged to obtain employment in public agencies during the summer between the two years of the M.P.A. program. Whenever possible, the School's staff assists the student in finding a summer position which relates closely to his career plans. The experience provided by such employment has been found most helpful in contributing to a thorough

understanding of the nature of governmental operations, in developing a focus for the student's second-year program, and in guiding his career choice.

To assist the student in developing a purposeful pattern of courses for his work beyond the core program, the following fields of concentration have been defined:

Economic Analysis and Public Policy. This concentration prepares students for careers on the economic staffs of federal, state, or local governmental agencies. Varying emphases are possible in this field. A student may focus his attention on monetary and fiscal policies and their roles in contributing to high levels of employment, price stability, economic growth, and a satisfactory balance of payments picture. Alternatively, he may specialize in problems in the public regulation of business enterprise or in the field of economic planning at the national or community level. Students electing this concentration often take some of their work in the Department of Economics in the College of Arts and Sciences, and they may also enroll in courses offered in other parts of the University.

General Public Administration and Policy Formulation. This concentration recognizes the continuing need for broad-gauged administrators who are characterized not by a high degree of specialization in a single field but rather by a comprehensive understanding of the nature of governmental operations. In this concentration work in organizational theory, management analysis, policy formulation, and decision theory is emphasized. This concentration prepares the student for work in general administration or in budget or organization and methods (O&M) analysis.

International Development. Designed for students interested in careers with international agencies and governmental activities abroad, this concentration is built on a wide range of international courses throughout the University, including offerings of this School. In addition to the School's courses in the theory of the developmental process, development administration, contemporary nationalism, and American operations abroad, work may be taken in international economics, agricultural economics, rural sociology, anthropology, and government. Credit may be given for advanced work in language, and students interested in public service abroad are urged to develop a fluent knowledge of one foreign language.

Cornell University's interest in the field of international development is reflected in several campus programs and overseas commitments. Cornell's Center for International Studies administers a substantial Ford

Foundation grant for the support of international studies, brings distinguished visitors to the campus throughout the year, and arranges frequent seminars and discussions on international affairs. The University offers programs in Southeast Asian, South Asian, Chinese, and Latin American studies, and National Defense Education Centers have been established in support of these area programs. Work is also offered in African and Soviet studies, and there are special programs in International Population and International Agricultural Development. The University administers several government contracts and foundation grants involving the development of research and teaching institutions overseas. (Students interested in this field should consult pages 44 and 81-82 below.)

Metropolitan and Urban Studies. The emergence of large urban and metropolitan areas as the dominant environmental pattern in the United States has posed urgent challenges for public administrators at all levels of government. This concentration is concerned with the nature of those challenges and with the new tools and approaches which are being developed to contend with them. Students in this field select their advanced courses not only from the offerings of this School but also from courses presented in the Department of City and Regional Planning and in other parts of the University. This concentration prepares students for work in urban planning and policy staffs, urban renewal operations, city management, or state and federal agencies concerned with urban problems.

Organizational Behavior and Theory. In this concentration the student focuses his attention on the theory of bureaucratic organization, the application of the behavioral sciences to the field of public administration, and the interrelationships of politics and administration. Students interested in careers in government, politics, or research and consulting will find highly relevant new theoretical concepts and analytical approaches in this concentration. Group dynamics, group problem solving, and the different methods of employee accommodation to large-scale organizations are but three of the many areas studied in which empirical research has enriched the literature of management.

Special Programs. In addition to the fields of concentration noted above, special concentrations may be developed to meet a student's needs in other aspects of public administration or public affairs. For example, a concentration may be arranged in *National Security Administration*, which includes work in civil-military relations, coordination of defense and foreign policy, coordination of the separate military services and

functions, and the interdependence of national security and domestic policy. Special concentrations may also be developed in *Science, Technology, and Public Policy* and in other fields as well.

Hospital and Medical Care Administration

With the aid of a substantial grant from the Alfred P. Sloan Foundation, the Sloan Institute of Hospital Administration was established as an integral part of the Graduate School of Business and Public Administration in 1955. Since that time a two-year Master's degree program has been offered for students interested in careers in hospital administration or in related health services fields. Students may enter this program as candidates for either the M.B.A. or the M.P.A. degree.

The first academic year, which is illustrated in the chart below, includes those core courses which are common to both the M.B.A. and the M.P.A. program. In addition, hospital administration students take a two-term sequence of introductory core courses in hospital and medical care administration and in clinical medicine and public health concepts. Hospital administration students who are candidates for the M.B.A. are required to take the core courses in finance and business policy but not in production or marketing. Candidates for the M.P.A. are required to take the course in issues of public policy and administration, which is required of all M.P.A. candidates, but not the two-term sequence in management of public agencies. All hospital administration students are required to complete at least one course concerning questions of business-government relations. (For a list of courses which fulfill this requirement, see page 33 below.)

FIRST-YEAR HOSPITAL ADMINISTRATION PROGRAM

Fall Semester		Spring Semester
120. Organizational Behavior and Theory (First half semester)	121. Personnel Administration and Human Relations (Last half semester)	Elective Course
122. Managerial Accounting*		Elective Course
123. Quantitative Methods for Management I		Elective Course
124. Economic Analysis for Management I		125. Economic Analysis for Management II
140. Introduction to Hospital and Medical Care Administration		141. Introduction to Clinical Medicine and Public Health Programs

* Hospital administration candidates may omit the last half of Course 122, but those who do so must take Course 310, Managerial Accounting in Hospitals, the following semester.

In addition to the introductory core courses for students in this program, a substantial range of additional courses relating to hospital and health services administration is available in the School. Subjects covered by these courses include health economics, managerial accounting in hospitals, administrative developments in hospitals, legal aspects of hospital administration, policy and planning in hospitals and health agencies, mental health and administration, and health and society. At least one of the elective courses of the first year and much of the student's second-year program will be devoted to these courses.

Previous experience in hospitals or related agencies is important for academic work in this field, but it is not a formal requirement. In cases where the student lacks such experience, the Sloan Institute stands ready to assist in finding a suitable position for the student, if desired, for the summer prior to his entry into the School. The summer between the two academic years is devoted to an administrative residency. With the cooperation of the New York Hospital-Cornell Medical Center, residencies are arranged in selected hospitals in the New York City area where the student can gain experience under the guidance of particularly well qualified administrators. In order to provide further direct contact with the nature of hospital operations, frequent field trips are made both to nearby affiliated hospitals and to major medical centers.

Note: A special brochure entitled "Graduate Education for Hospital and Medical Care Administration" may be obtained by writing to the Sloan Institute of Hospital Administration, Graduate School of Business and Public Administration, Malott Hall, Ithaca, New York.

Law and Administration

The School offers a joint program with the Cornell Law School in legal and administrative studies, in which the student may obtain the Master's degree, in either Business or Public Administration, and the LL.B. degree in four years instead of the five which would be required if each were taken separately. This combination is of interest to students preparing for careers in such areas as tax accounting, corporation law, or legal practice in government.

Normally, the first year's work is taken entirely within the Graduate School of Business and Public Administration and the second entirely within the Law School. In the third year the work is divided between the two schools, and in the fourth year it is taken entirely within the Law

School. The student completes the requirements for the Master's degree at the end of the third year and the requirements for the law degree at the end of the fourth.

A student, to be admitted to the full joint program, must meet the admission requirements of both schools. He should apply for admission to both schools and be accepted by their respective admissions committees prior to entrance into the first year of the program. A student who decides to apply for the program after starting his residence in the Graduate School of Business and Public Administration should discuss his plans with both schools as soon as possible. No assurance can be given, however, that such a student will be permitted to undertake the joint program.



An informal scene in the Eastwick Library.

III. THE CURRICULUM

In the following pages the courses offered by the School are listed and described. Core courses are listed first. Elective courses are then presented under the following headings: accounting and business law, finance, general, hospital and medical care administration, international development, managerial economics and economic policy, marketing, organizational behavior and personnel, production, public policy and public administration, quantitative analysis, transportation, research, and service courses.

Only those courses which are offered by the Graduate School of Business and Public Administration are described here. The student should note, however, that there are many course offerings in other portions of the University—including the Departments of Economics, Government, Psychology, and Sociology in the College of Arts and Sciences, the School of Industrial and Labor Relations, the Department of Industrial Engineering and Administration in the College of Engineering, and the Department of Agricultural Economics in the College of Agriculture—which may be of interest to him. For information on the nature and content of these courses, the student should consult the Announcements of these other schools and colleges of Cornell.

The Core Program

For All Students

120. ORGANIZATIONAL BEHAVIOR AND THEORY. First term (first seven weeks). Credit two hours. Messrs. Lodahl, White, and Lundberg.

Theories and empirical research on human behavior in both public and private organizations are studied, and their management applications are explored. Problems of internal structure are examined, such as specialization and division of labor, hierarchy and authority, informal organization, and structural variations in organization. Dynamics of organizational behavior are also treated under such topics as leadership and supervision, motivation and the social structure of work groups, and communication and control processes. The course is presented through readings and through discussion of theory and empirical research.

121. PERSONNEL ADMINISTRATION AND HUMAN RELATIONS. First term (last seven weeks). Credit two hours. Messrs. Brooks and Lundberg.

The objective of this course is to develop an understanding of the policies, methods, and techniques utilized in personnel management and human relations as management functions. Specific attention is given to problems of recruitment, selection, training, compensation, motivation, communications, service and benefit programs, performance evaluation, management by objectives, safety, discipline, and community relations. The capacity to analyze problems, select the most effective means of dealing with them, and plan appropriate courses of action is developed through case examples. Attention is also given to analysis of trends in personnel management.

122. MANAGERIAL ACCOUNTING. First term. Credit four hours. Messrs. Thomas and Drebin.

In the first part of this course the principles and procedures underlying financial statements are introduced. Financial transactions are studied and alternative accounting treatments are analyzed for the recording of sales, purchases, depreciation of long-lived assets, inventory, stockholders' equity, and bonds. Tools for analysis of financial statements and the uses and limitations of ratios and other quantitative measures are introduced. The second part of the course concentrates on accounting information useful for managerial action. The subjects covered include classification of costs; manufacturing overhead analysis; job order, process, and standard cost systems; variance analysis; budgeting; variable (direct) costing; cost control reports; an intensive review of compound interest (time discounting of money); capital budgeting; and measuring performance. The objectives are to build skill in preparing accounting information, to develop an ability to recognize the uses and limitations of the accounting information available to management, and to apply the information in decision situations.

123. QUANTITATIVE METHODS FOR MANAGEMENT I. First term. Credit three hours. Messrs. McAdams, Dyckman, and Smidt.

This course is designed to introduce the student to the basic mathematical and statistical tools which are becoming increasingly useful to the manager. The mathematical topics covered are elementary functional relationships, differential and integral calculus, elementary matrix algebra, and an introduction to probability theory. The statistical section of the course is oriented toward decision making, stressing the Bayesian approach. Emphasis is placed on the logic of the various quantitative approaches and on their integration and application to management problems.

124. ECONOMIC ANALYSIS FOR MANAGEMENT I. First term. Credit three hours. Mr. de Chazeau.

This course investigates the structure and operation of the American economic system. Attention is given to the role of market structures and the price system in the allocation of resources, but the primary focus is on the determination

of national income and employment, the maintenance of high levels of economic activity, and the stimulation of economic growth without inflation. Monetary and fiscal policies are studied with particular reference to their institutional settings, their impact on the business community, and the limitations imposed by considerations of the balance of payments. Throughout the course emphasis is placed on the effects of economic and public policy changes on the business firm and the ways in which businessmen may adapt to such changes.

125. **ECONOMIC ANALYSIS FOR MANAGEMENT II.** Second term. Credit three hours. Messrs. Smidt and Shocker.

The purpose of this course is to explore the ways in which the economic analysis of data, internal and external to the firm, may improve management decision making. Economic problems associated with the formulation and administration of business policies are explored. Attention is given to the effects of price and income changes on product demand and factor supply, the use of forecasts, the study of price and product policies in imperfect market structures under conditions of uncertainty and risk, and the direction of capital investments. Opportunity cost and incremental analytical techniques are employed to help identify relevant costs for various decisions. Attention is given to both quantitative and qualitative tools of analysis. Case analyses provide a basis for applying the concepts encountered to specific business problems.

Note: In addition to the six courses listed above, all students—regardless of their degree candidacy—will be required to complete at least one course concerning questions of public policy and business-government relations. The list from which such a course may be selected includes: 202, Business Enterprise and Public Policy, and 550, Politics and Political Power, both of which are described in the section on “Public Policy and Public Administration” below; 376, Business Policy and Economic Instability, and 377, Competitive Behavior and Public Policy, described below under “Managerial Economics and Economic Policy”; and 575, Transportation: Rates and Regulation, described below under the “Transportation” heading.

For M.B.A. Candidates

126. **MARKETING.** First term (ten weeks). Credit two hours. Messrs. Hughes and Shocker.

This introductory course considers the economics, psychology, demography, and sociology of demand; the tools of marketing management, including marketing research; the management problems of product assortment, channels of distribution, pricing, promotion, and competition; and the regulation of marketing through corporate and public policy.

127. PRODUCTION. Second term (ten weeks). Credit two hours. Mr. Hausman.

This course introduces major economic decision problems of production and operations management: selection and configuration of facilities, size and location of plants, aggregate production and work-force scheduling, large-scale project control, production and inventory control, and short-run job-shop scheduling. Problems are approached through the use of economic analysis, present value techniques, differential and integral calculus, linear programming, computer simulation, heuristic programming, and critical path methods. Emphasis is placed on the effectiveness and the limitations of quantitative analysis in the decision-making process. The interaction of production problems with those of other functional areas is also considered.

128. FINANCE. Second term. Credit three hours. Messrs. Nilsson and West.

In this course the student is introduced to the principles and practices of finance and to their application in business and public administration. The uses of financial instruments, problems of short-term and long-term capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention is given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are considered.

200. BUSINESS POLICY FORMULATION. First term. Credit four hours. Mr. Gilmore.

This course explores the integrative role of the chief executive in formulating business policy. Emphasis is focused on the determination of corporate strategy in a variety of industrial situations described in cases. The student is asked to identify the corporate strategy of the company described, to evaluate that strategy for its soundness, and to decide what changes in strategy he would recommend. Particular attention is given to the extent to which final choice of strategy requires reconciliation of market opportunity, company capabilities and resources, personal values and aspirations, and obligations to segments of society other than the stockholder. Throughout the course effort is directed toward developing a useful approach to preparatory analysis, policy formulation through group discussion, development of policy proposals, and preparation and presentation of policy reports. *Prerequisite:* Open to second-year M.B.A. students and to others with consent of the instructor.

For M.P.A. Candidates

130. MANAGEMENT OF PUBLIC AGENCIES I. First term. Credit three hours. Messrs. Van Riper and Flash.

The year-long sequence of Courses 130 and 131 relates primarily to internal management in governmental agencies, with emphasis on the administrative and organizational support required by a major executive in carrying out his

responsibilities. The point of view is that of the general manager rather than that of the specialist or technician. Course 130 emphasizes the executive task in government, line-staff and headquarters-field relations as organizational and human relations problems, the nature of staff work and managerial coordination leading toward decision making, management analysis, and manpower management and union-management relations. Political considerations are dealt with throughout. (*Note:* Courses 130 and 131 form a coordinated sequence, but, with consent of the instructor, may be taken separately.)

131. MANAGEMENT OF PUBLIC AGENCIES II. Second term. Credit three hours. Messrs. Hillhouse and Van Riper.

A continuation of Course 130, work in this term focuses on program planning, governmental finance, budgeting, supply and materiel, and program evaluation and review. (*Note:* Courses 130 and 131 form a coordinated sequence, but, with consent of the instructor, may be taken separately.)

555. ISSUES OF PUBLIC POLICY AND ADMINISTRATION. Second term. Credit three hours. Mr. Flash.

This course, which is viewed as a sequel to Courses 130 and 131, focuses on substantive policy issues in selected local, national, and international program areas. Through extensive readings, case review, and individual research, an intensive analysis is made of interactions among economic, technological, and political forces affecting major questions of public policy. The response of public bureaucracies to such forces is examined. Consideration is given to such factors as executive-legislative-interest group relations, intergovernmental coordination, and relationships between political leaders and professional experts. *Prerequisite:* Open to second-year students.

Note: Candidates for the M.P.A. may omit the second half of Course 122, Managerial Accounting, but those who do so are required to take Course 306, Governmental Accounting.

For Hospital Administration Students

140. INTRODUCTION TO HOSPITAL AND MEDICAL CARE ADMINISTRATION. First term. Credit four hours. Messrs. Battistella and White.

The medical care system is described and analyzed within a framework suggested by recent political, social, and economic developments in the United States and Western Europe. Alternative methods of organizing and financing health care services are examined in an effort to evaluate the capacity of the medical care system to respond to pressures generated by changing disease patterns and rising expectations for medical care. The roles and responsibilities of various institutions and professional groups are examined, with particular emphasis on the hospital as the central institution in the provision of community medical care. The formulation of objectives for the hospital and the nature of the decision-making process in hospitals are examined with the aid

of relevant theory drawn from the fields of economics, social organization, and social psychology. The process of community planning for health and welfare services is studied, and the relationship of the hospital to that process is analyzed.

141. INTRODUCTION TO CLINICAL MEDICINE AND PUBLIC HEALTH PROGRAMS. Second term. Credit three hours. Drs. Samson and Young.

The objective of this course is to familiarize the student with the principal diseases of modern life and to demonstrate how these conditions are controlled in individuals and in communities. Major emphasis is given to those conditions which directly affect the management of hospitals. Consideration is given to the training of physicians, medical and surgical specialists, nurses, and other personnel; the nature of specialized hospital equipment and other facilities for diagnosis and treatment; and the principal procedures used by physicians in diagnosis and treatment in hospitals and in their offices. For those diseases amenable to group action for community-wide control, the nature of control measures by various public and private agencies and the effectiveness of legislation and of voluntary action in such control are examined. Major public health problems of various parts of the contemporary world are discussed, and visits are made to near-by hospitals and medical centers at appropriate points in the course.

Note: Hospital administration candidates may elect to omit the second half of Course 122, Managerial Accounting, but those who do so are required to take Course 310, Managerial Accounting in Hospitals, during the following semester. Hospital administration candidates for the M.B.A. are expected to enroll in Course 128, Finance, and Course 200, Business Policy Formulation, but not in marketing or production. Hospital administration candidates for the M.P.A. must complete Course 555, Issues of Public Policy and Administration.

Elective Courses

Accounting and Business Law

300. INTERMEDIATE ACCOUNTING. Second term. Credit three hours. Mr. Drebin.

This course investigates the problems of income determination and of the valuation and presentation of asset and equity elements of the balance sheet. Incorporated into the material are the research studies completed by the American Institute of Certified Public Accountants. The course also covers the analysis and interpretation of financial statements and special topics, including operating schedules and reports, sinking funds, bond amortization tables, and depreciation schedules. *Prerequisite:* Course 122 or consent of the instructor.

301. **ADVANCED ACCOUNTING.** Second term. Credit three hours. Mr. Baker.

The first half of the course covers the accounting problems found in the preparation of consolidated financial statements and in home and branch office relationships. The second half of the course analyzes special problems relating to partnership accounting, insurance, foreign exchange, estates and trusts, and reorganizations and liquidations. Heavy emphasis is placed on the problem-solving aspects of accounting, and the course is required for candidates electing the Certified Public Accounting concentration. Special weekly sessions are arranged for C.P.A. problem solving. *Prerequisite:* Course 300 or consent of the instructor.

302. **COST ACCOUNTING.** Second term. Credit three hours. Mr. Stewart.

This course includes a review of basic classifications and methods for recording costs, an analysis of manufacturing cost components, and a comparison of different types of cost accounting systems. Particular emphasis is given to cost reports for management and to the use of cost information and flexible budgets in controlling operations and making decisions. Investment, make or buy, and size of plant decisions are investigated, and different decision rules are compared. *Prerequisite:* Course 122.

303. **SEMINAR IN MANAGERIAL ACCOUNTING.** Second term. Credit three hours. Mr. Bierman.

The focus of this course is on advanced cost control and managerial decision problems making use of accounting information. The emphasis is on the use of accounting information rather than on the accumulation of the data. Attention is focused on the application of such tools of quantitative analysis as probability theory, utility theory, and inventory theory to the solution of these problems. *Prerequisite:* Open to second-year students and to others with consent of the instructor. (*Note:* During the 1965-66 academic year this seminar will be combined with Course 402.)

304. **FINANCIAL ACCOUNTING.** First term. Credit three hours. Mr. Bierman.

This course involves a review of accounting concepts and procedures with particular emphasis on the reasoning behind methods of recording such items as depreciation, inventory flows, and revenues. The implications of accounting theory and practice for the measurement of income and financial positions are investigated. The uses and limitations of accounting data presented in published financial reports for financial analysis, including ratio analysis, are considered. The course gives the student an opportunity to study the concepts of financial accounting in the context of current issues and practices. *Prerequisite:* Course 122 or equivalent.

305. **FEDERAL TAXATION AND TAX ACCOUNTING.** First term. Credit three hours. Mr. Bierman.

This course is concerned with three aspects of federal taxation: the major provisions of the internal revenue code, the impact of the code on business decision making, and public policy considerations. Emphasis is given to the taxation of

individuals and corporations. Financial and tax accounting procedures are contrasted. *Prerequisite:* Course 122 or equivalent.

306. GOVERNMENTAL ACCOUNTING. Second term. Credit three hours. Mr. Hillhouse.

Special problems studied in this course include fund and budgetary accounting, accounting for municipal utilities and public business enterprises, cost accounting in public management, developments and special approaches in federal accounting, and the analysis of financial statements for managerial and investment purposes. Contrasts between governmental accounting and commercial accounting are emphasized. *Prerequisite:* Course 122. [Not offered in 1965-66.]

307. AUDITING. First term. Credit three hours. Mr. Baker.

The over-all audit program forms the central core of this course. The development of the audit program requires an understanding of the fundamentals of internal control and accounting systems analysis as well as of the type and scope of the audit engagement. Audit procedures necessary to implement the audit program flow from the system design and the degree of internal control. The study of internal control, systems, and audit procedures are covered in the first two-thirds of the course. The balance of the course explores statistical sampling applications in the audit engagement and the impact of electronic data processing on accounting and auditing. Text material is supplemented by outside reading and case studies. *Prerequisite:* Courses 122 and 300 or 304 or consent of the instructor.

308. LAW OF BUSINESS ASSOCIATIONS. Second term. Credit four hours. Mr. Bugliari.

This course is an introduction to the basic purposes and logic of the law as it applies to business enterprises and their operations. The fields of personal property, contracts, agency, partnerships, corporations, and real property are emphasized. A combination of text and case study is used. The course is required of all students in professional accounting and is strongly recommended for students whose area of specialization is finance.

309. ADVANCED BUSINESS LAW. First term. Credit four hours. Mr. Bugliari.

This course considers the law pertaining to bailments, sales, secured transactions, bankruptcy, negotiable instruments, insurance, and trusts and estates. Both text and case materials are employed. *Prerequisite:* Course 308 or consent of the instructor.

310. MANAGERIAL ACCOUNTING IN HOSPITALS. Second term. Credit three hours. Mr. Baker.

This course is designed to build on the materials presented in Course 122. It introduces the basics of fund accounting as related to hospitals and then presents an intensive coverage of cost accounting and cost control techniques. The operating budget is examined as the focal point of both planning and controlling activities. Conventional hospital accounting procedures are analyzed and con-

trusted with concepts developed in the commercial enterprise but not yet adopted in the institutional setting. The course concludes with an examination of reporting and measuring of performance. The objectives are to develop skill in recognizing the uses and limitations of accounting information available to management and in applying the information in decision-making situations. *Prerequisite*: Course 122 (or the first half thereof).

Finance

424. ANALYSIS OF AMERICAN INDUSTRIES. Mr. de Chazeau.

The emphasis in this course is on individual research on the economic and institutional factors which determine the structure and growth of American industries. In the early part of the course the relevant theoretical and analytical economic tools are reviewed, and several published industry studies are analyzed to acquaint the student with the problems he is likely to encounter in his research. At an appropriate point classes are suspended while the student carries out the analysis of his chosen industry in accordance with an outline and schedule approved by the instructor. During this period conferences are scheduled for discussion of the study as it progresses. The main factors to be covered in the papers are the definition and analysis of the structure of the industry, the implications of the analysis for expected behavior and desirable public policy, and the over-all interpretation of the material from the point of view of the investor. Students are encouraged though not required to make original use of econometric techniques in their analyses. During the final weeks of the course the class again meets, and each student defends his paper before the group. All students are held responsible for a general knowledge and critical appraisal of the industries covered in the course. (*Note*: In the 1965-66 academic year this course will be combined with Course 425 and offered in the second term for four hours' credit.)

425. ANALYSIS OF THE FIRM. Mr. de Chazeau.

This course is essentially a continuation of Course 424, although a student who has not taken that course may be admitted with the consent of the instructor. Students who have had the earlier course use their industry analyses as a background for their studies of the firm; new students prepare for their work on the firm by obtaining a basic knowledge of the appropriate industry. In the early part of the course the relevant tools of economic and investment analysis are reviewed and applied to two firms by the class as a whole. At an appropriate point classes are suspended while each student carries out, in accordance with an outline and schedule approved by the instructor, a similar analysis of three companies in the industry he has selected. During this period conferences are scheduled for discussion of the study as it progresses. The objectives of these analyses are to evaluate the past performance and management of each firm and to develop appropriate models for projection of future performance and the appraisal of the value of the firm as an investment opportunity. Specific attention is paid to the contribution of major management decisions to the determination of this investment value. During the final weeks of the course the class meets

again, and each student defends his paper before the group. The class is held responsible for a general knowledge and critical appraisal of all firms analyzed in the course. (*Note:* In the 1965-66 academic year this course will be combined with Course 424 and offered in the second term for four hours' credit.)

426. FINANCIAL MANAGEMENT. First term. Credit three hours. Mr. Nilsson.

This course deals with the problem of managing business funds as viewed from the position of the corporate financial officer. The case method is used. Selected problems on promotion, financing, planning of capital structures, securities issuance, mergers and consolidation, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are studied. The impact of federal government regulations on corporate financial policy is considered. *Prerequisite:* Course 128.

427. INVESTMENT MANAGEMENT. Second term. Credit three hours. Mr. Nilsson.

This course is designed primarily for students planning to enter the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of private and institutional investment funds are studied in detail. Other topics include the organization and functioning of underwriting firms, methods of security distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Detailed attention is given to the regulatory activities of the Securities and Exchange Commission. *Prerequisite:* Courses 128, 300, and 426 or consent of the instructor.

428. GOVERNMENTAL FISCAL MANAGEMENT. First term. Credit three hours. Mr. Hillhouse.

Emphasis is on federal fiscal management, including federal debt management, tax policy formulation, the use of the federal budget as a planning and control instrument, proposals for central government capital budgeting, and federal-state fiscal relations. Some attention is also given to long-term economic and financial planning by less developed countries. *Prerequisite:* Course 120 or consent of the instructor.

429. FINANCIAL INSTITUTIONS AND CAPITAL MARKETS. Second term. Credit three hours. Mr. West.

This course examines the operation of money and capital markets and the roles of financial institutions as buyers and sellers in these markets. The course begins with a study of the determinants of market efficiency. The roles of speculators, specialists, dealers, and brokers are discussed in this connection. Attention is next given to the determinants of the rate of interest, the term structure of interest rates, and the level of risk premiums. Selected topics include the mechanics of the money market, the purpose and financing of government securities dealers, alternative methods for issuing government securities, the

behavior of stock-market prices, the determinants of underwriters' spreads in corporate and municipal bond markets, the effect of tax exemption on the yields of municipal bonds, and the determination of contract terms on mortgages. All students are required to write a paper on the portfolio selection problems involved in the operation of a selected financial institution. *Prerequisite:* Course 128 and consent of the instructor.

430. INVESTMENT IN GOVERNMENT SECURITIES. Second term. Credit three hours. Mr. Hillhouse.

Emphasized in this course are the investment merits and problems of state, municipal, and special-district securities (both tax-supported and revenue bonds), public-authority bonds, and obligations of the United States government. Special attention is given to the organization of the over-the-counter market for municipals and governments; analysis of government financial statements and use of supplemental data, including commercial credit ratings; and the place of public securities in the investment portfolios of banks, insurance companies, and other financial institutions. *Prerequisite:* Course 128 or 428. [Not offered in 1965-66.]

432. CAPITAL FINANCING SEMINAR. First term. Credit three hours. Mr. Nilsson.

In this seminar the considerations involved in the choice of methods of long-term capital financing are examined. *Prerequisite:* Open to students especially interested in corporate finance with consent of the instructor.

General

201. GENERAL MANAGEMENT. Second term. Credit three hours. Mr. Gilmore.

As a sequel to Course 200, this course is primarily concerned with implementing corporate strategy. Attention is concentrated on the accomplishment of corporate purpose through consideration of organizational structure and relationships, organizational processes and behavior, the role of leadership in the achievement of purpose, and implementation of major change in strategy and organization. To these ends general management problems are studied in series of cases in single companies and in several companies within an industry, against a background of readings and industry information. Problems of organizational planning are considered, including such issues as line-staff relationships, centralization versus decentralization, functional versus product organization, and committee management versus individual authority. Questions relating to executive control are explored. The course concludes with a study of particular problems growing out of international operations. *Prerequisite:* Course 200 or consent of the instructor.

325. SEMINAR IN MANAGEMENT OF AGRICULTURAL INDUSTRIES. Second term. Credit three hours. Mr. Call.

This seminar involves study of selected problems of administration and management in industries which process farm products or manufacture and distribute

farm supplies and equipment. The broad basic problems specifically related to the management of agricultural industries are examined. Emphasis is given to the efficient use of resources in the processing and distribution of commodities and services used for farm production. Individual and group research projects are required, and case studies in agricultural business are used. *Prerequisite:* Consent of the instructor.

352. PUBLIC RELATIONS AND COMMUNICATIONS CASES AND PROBLEMS (Industrial and Labor Relations 628). First term. Credit three hours. Mr. Hodges.

Interactions between business policy and public opinion form the framework for this course. Each of a dozen areas which involve significant interplay between business and public opinion is introduced by an illustrative case and then pursued for a full week. Representative topics include the introduction of change, collective bargaining, industrial cities, and government regulation of aspects of business. *Prerequisite:* Consent of the instructor. [Not offered in 1965-66.]

Hospital and Medical Care Administration

Note: The two core courses offered in this field are listed and described in the section on the core program, pages 35-36, above.

142. HEALTH ECONOMICS. First term. Credit three hours. Dr. Young and Mr. Battistella.

This course considers the provision of medical care as an economic activity. Individual, family, and national expenditures for medical care are studied in relation to the various factors which influence them, including supply and demand, unit costs, utilization rates, traditional and evolving patterns of distribution, and changing medical technology. Major emphasis is given to the problem of the rising costs of hospital care and to the actual and potential role of administration in helping to control them. The principles underlying commercial health insurance, non-profit prepayment and service plans, and health programs under social security and public welfare are analyzed in detail. Government programs of health care in this country, existent and proposed, are analyzed and compared with experiences with similar programs in foreign countries.

450. ADMINISTRATIVE DEVELOPMENTS IN HOSPITALS. First term. Credit three hours. Mr. Brown.

This course undertakes an analysis of recent trends in hospital administration. Developments affecting the governing board, medical staff organization and administration, and nursing service and education are examined. The current developments studied include progressive patient care, psychiatric and long-term care units in general hospitals, medical auditing, determinants of hospital utilization, and regional planning for hospital services. Several field visits are included in the course.

451. MENTAL HEALTH AND ADMINISTRATION. Second term. Credit three hours. Messrs. Summerskill and Lodahl.

This course presents a basic introduction to problems of emotional health in organizations and surveys current mental health practices in communities, industry, clinics, and hospitals. Psychological theories of mental illness and therapy are examined, along with various procedures of diagnosis and treatment. Consideration is also given to the organization of mental health care on federal, state, and local levels, as these reflect changes in psychiatric and community understanding of mental illness.

452. SEMINAR IN THE WELFARE ECONOMICS OF HEALTH SERVICES. Second term. Credit three hours. Mr. Berki.

This seminar is concerned with the application of economic theory to the problems and policies in aggregative resource allocation, with a focus on health care services. The concepts of welfare economics are used to derive efficiency criteria. The structure and operation of health care services in the U.S. are examined in light of those criteria. Special emphasis is given to two basic problems: (a) the use of economic criteria for delineating the private and public sectors and the public regulatory function and (b) the macroeconomic implications of various approaches to the organization of health care services. *Prerequisite:* Consent of the instructor.

453. LEGAL ASPECTS OF HOSPITAL ADMINISTRATION. First term. Credit two hours. Mr. Bugliari.

This course introduces the student to those principles of the law which are specifically applicable to hospitals. Topics considered include the liability of hospitals and their staff and personnel for injuries to patients, medical records and disclosure of information, consent to medical and surgical procedures, responsibility for the patient's personal property, collection of bills, medical staff privileges, pharmacy, labor law, and confidential communications.

454. POLICY AND PLANNING IN HOSPITALS AND HEALTH AGENCIES. Second term. Credit three hours. Mr. Battistella.

Largely through the medium of cases and student reports, practice is provided in the analysis of administrative problems and the development of sound policies. The students are asked to draw on and synthesize materials from both the general and the more specialized parts of their course programs. Topics are drawn from such areas as medical staff relationships, financial management, hospital and health agency programs, patient and public relations, executive selection and development, and communication.

455. SEMINAR ON HEALTH RESEARCH. Second term. Credit three hours. Mr. White.

The primary objective of the course is to increase the student's ability to evaluate research reports and other studies, to assess their relevance for the field, and to formulate his own problems in a manner conducive to scientific investigation. An

examination is made of the contributions of the social sciences and other disciplines to an understanding of current problems in the health field and in hospital administration in particular.

International Development

551. AMERICAN OPERATIONS ABROAD. First term. Credit three hours. Mr. Bent.

The foreign operations of American business firms and the activities of the U.S. government in the fields of technical, economic, and military assistance are analyzed in this course. Attention is given to those administrative problems which are common to business and government (central field operations, relations with the host government, protection of American interests, personnel problems, and problems of administrative adaptation) as well as to those which are unique to each. *Prerequisite:* Course 120 or consent of the instructor. [Not offered in 1965-66.]

561. SEMINAR IN CONTEMPORARY NATIONALISM (Government 545). First term. Credit four hours. Mr. Ashford.

The philosophical and ideological roots of nationalist thought in developing countries are examined. Particular attention is given to the modification and elaboration of nationalism in response to the achievement of independence and the growing commitment to rapid development. The major approaches to the study of nationalism are critically examined.

661. SEMINAR IN THE DEVELOPMENT PROCESS IN NEW NATIONS. First term. Credit four hours. Messrs. Ashford and Dotson.

This seminar introduces problems of political and administrative reorganization in rapidly changing nations. Analytical problems of identifying trends and critical relationships are considered, and a critical assessment is made of several different approaches to generalizations about rapid change in developing countries. The seminar presents materials useful to students considering careers in U.S. public and private agencies overseas and international organizations and to those interested in research in developing countries. (*Note:* During the 1965-66 academic year this course will be combined with Government 537, Political Development and Social Change.)

662. SEMINAR IN ADMINISTRATIVE PROBLEMS OF DEVELOPING NATIONS. Second term. Credit three hours. Messrs. Ashford and Dotson.

This course is designed as a sequence to the seminar in the developmental process (Course 661). It gives particular attention to several schemes for the analysis of administrative behavior in developing nations. The seminar considers the administrative problems resulting from increased functional specialization in both the public and private sectors of national affairs and also the problems of diffusing and decentralizing administrative chores to lower levels and over wider geographic areas. *Prerequisite:* Course 661 or a comparable interdisciplinary course.

Managerial Economics and Economic Policy

202. **BUSINESS ENTERPRISE AND PUBLIC POLICY.** Second term. Credit three hours. Mr. Hutchins.

This course is an integrating study of the interrelations among individuals, business firms, and governments in American society. It focuses attention on the problems of exercising socially responsible business leadership and on the nature and objectives of selected public policies impinging on business. The more important topics covered are management and the individual, or the philosophy of the business society; management's responsibilities to the organization, including certain problems of posture and practices: management's relations with rivals, especially problems of monopoly and competition and the antitrust laws; management's responsibilities to customers, particularly with respect to promotional practices; the special responsibilities of those businesses affected with a public interest, such as transportation companies; the unusual problems of managements entrusted with roles in the national defense, especially in connection with radical innovation and technological development; the positions of firms receiving subsidies designed to promote public objectives, such as shipping enterprises; and finally management's role in the foreign relations of the United States, particularly with respect to trade, investment abroad, and foreign policy. Lectures and cases are used.

375. **ECONOMIC AND BUSINESS HISTORY.** First term. Credit three hours. Mr. Hutchins.

This course focuses on the evaluation of economic organization and on the development of the role of the business firm therein. The primary emphasis is on the United States since 1750, although some attention is given to earlier times and to European origins and developments. The analysis of the development of business organization, administration, and policy proceeds in part by means of historical case studies. Attention is paid to the relations between business policies and the rise and fall of firms and industries and to the interactions of business and public policies.

376. **BUSINESS POLICY AND ECONOMIC INSTABILITY.** First term. Credit three hours. Mr. de Chazeau.

This course examines theoretical questions and practical issues raised by the formulation and administration of national policies designed to bring about economic stability and high levels of productive employment and to stimulate a satisfactory rate of economic growth. Emphasis is given to the critical components of the gross national product, the nature of business fluctuations, the development and use of various economic indicators in forecasting probable levels of business activity, the ways in which governmental monetary and fiscal policies are developed to induce desired business reactions and economic results, and the institutional factors which facilitate and impede effective performance. Throughout the course problems involving conflicts among basic goals and policies are examined, including those problems which arise in light of balance-of-payments considerations. The requirements of business planning, which con-

dition the responses of the business community, are also noted. *Prerequisite:* Courses 124 and 125 or consent of the instructor. [Not offered in 1965-66.]

377. COMPETITIVE BEHAVIOR AND PUBLIC POLICY. Second term. Credit three hours. Mr. de Chazeau.

The development and application of the antitrust laws are analyzed and appraised in light of competitive behavior in imperfect markets significantly affected by the growth of large corporate units and organized self-interest groups. Particular attention is given to changes in market structures, to the definition of the public interest and the formulation of economic standards for measuring the efficiency of business performance in a dynamic society, and to the possibilities of achieving workable competition through the administration of the laws. Problems of regulation, in areas where workable competition cannot be realized, are also studied on a selective basis. The primary focus is on case analyses, and each student is required to deliver a written and an oral report on one or more case situations. *Prerequisite:* Courses 124 and 125 or consent of the instructor.

379. ECONOMIC EVALUATION OF CAPITAL INVESTMENT PROJECTS. First term. Credit three hours. Mr. Smidt.

This course deals with the economic evaluation of proposed capital investment projects. Theoretical literature and case studies of particular projects will be considered, with a view to providing the student with a reasonable background for practical work in project evaluation and for independent research on the many unsolved analytical problems in this field. Illustrative of the topics considered are the following: the selection of the best project in a group of mutually exclusive alternatives, criteria for determining the total size of an investment budget, methods of allowing for uncertainty about project outcomes, and the effect on project selection of the financial environment in which an organization operates. Capital project evaluation is of practical significance to private business firms, to non-profit organizations, and to local and national governmental bodies. The main analytical techniques apply with only slight modifications in all of these institutional contexts, and an analysis of the financial environment of any one type of institution requires a consideration of the interrelationships among the various institutions. *Prerequisite:* Open to second-year students and to others with consent of the instructor.

381. MONETARY MANAGEMENT AND STABILIZATION. First term. Credit three hours. Mr. West.

Monetary factors influencing the level of national income, the rate of interest, and the price level are examined in this course. The traditional roles of commercial banks, the Federal Reserve, and the Treasury in affecting the demand and supply of money are investigated. Attention is focused on the extent to which growth of non-bank financial intermediaries and recent international monetary developments have altered these roles. Issues in the formation of policies for monetary stabilization are studied. The first part of the course is devoted to a brief but thorough review of macroeconomic theory.

402. QUANTITATIVE APPROACHES TO MANAGEMENT DECISIONS. Second term. Credit three hours. Mr. Bierman.

The use of quantitative analysis for making business decisions is emphasized in this course. Elementary probability theory is applied to capital budgeting, inventory, and cost control situations. Other topics include utility theory, game theory, linear programming, and queuing theory. *Prerequisite:* Open to second-year students and to others with consent of the instructor. (*Note:* During the 1965-66 academic year this course will be combined with Course 303.)

Marketing

475. SALES MANAGEMENT. First term. Credit three hours. Mr. Rathmell.

Following a consideration of the organization of the firm's marketing function, the course is structured to encompass line management's responsibility. This includes establishing objectives in terms of sales forecasts and budgets, quotas, and territories; implementing the personal selling effort through staffing and supervision; and evaluating costs and performance of sales-force operations. The final portion of the course considers the problems of the field sales manager. *Prerequisite:* Course 126.

476. MARKETING RESEARCH. First term. Credit three hours. Mr. Hughes.

The uses and limitations of marketing research are explored in this course by examining the application of the scientific method to marketing problems. This examination includes readings, lectures, and cases dealing with problem definition, research design, sampling, data gathering (primary and secondary), analysis, and reporting. Students participate in team projects which include (a) all steps of the research procedure, (b) use of tabulating, statistical, and computing equipment, and (c) reports to the management of cooperating companies. The development of an ability to evaluate marketing research and the acquisition of skill in research procedures are the major objectives of the course. *Prerequisite:* Courses 123 and 126 or consent of the instructor.

477. MARKETING MEASURES AND MODELS. Second term. Credit three hours. Messrs. Hughes and Shocker.

Recent contributions to marketing management from the behavioral sciences, mathematics, and statistics are explored. The philosophies of measurement and model building are examined, scales of measurement are identified, statistics appropriate to each scale are studied, and models are presented in their problem context. Techniques currently used to measure the properties of marketing systems are examined. Models for predicting consumer behavior (Markov, learning), forecasting sales (regression, exponentially weighted moving average), allocating resources (linear programming), selecting among alternatives (statistical decision theory, heuristic programming), and anticipating competitive reactions (dynamic models, simulation) are investigated and their applications are discussed. Discussion is largely in non-mathematical terms, but familiarity with mathematics and statistics is necessary. *Prerequisite:* Courses 123 and 126 or consent of the instructors.

478. ADVERTISING MANAGEMENT. Second term. Credit three hours. Mr. Hughes.

This course is designed to develop the student's ability to recognize advertising opportunities, to determine goals, to allocate advertising effort through the most efficient media, and to evaluate the effectiveness of this effort. Since this is a course in strategy, not in tactics, discussions of copy, layout, art, and typography are omitted. Reading assignments stressing concepts and methodology are followed by cases that provide an opportunity to apply advertising principles. The last third of the course includes discussions of the regulation of advertising, social and economic effects, and new developments such as advertising experiments, mathematical models, and computer applications. *Prerequisite:* Course 126 or consent of the instructor.

479. SEMINAR IN INTERNATIONAL MARKETING. Second term. Credit three hours. Mr. Rathmell.

This seminar stresses the techniques of marketing to and within different national and regional economies (the European Common Market, for example). Problems of planning and implementing multinational marketing are studied. Attention is directed to the impact of different economic systems and management philosophies on the market process. The quantitative and qualitative characteristics of various national markets are studied in detail together with international and national regulation of marketing. *Prerequisite:* Course 126.

480. MARKETING STRATEGY. Second term. Credit three hours. Mr. Rathmell.

This course considers the significance of products, pricing, promotion, marketing structure (including physical distribution), and customer service in the formulation of both long-term and current plans for market development. The contribution of marketing research is stressed. Sales executives provide case material and assist in the evaluation of student analyses. *Prerequisite:* Course 126.

481. SEMINAR IN MARKETING THEORY. First term. Credit three hours. Mr. Rathmell.

Following a consideration of the historical development of marketing thought, students survey the contributions of economics, behavioral science, and mathematics to a better understanding of the marketing process. Synthesis of these contributions by the marketing economist is stressed. The first part of the course is devoted to demand; the last part deals with the supply side of the market. *Prerequisite:* Consent of the instructor.

Organizational Behavior and Personnel

500. HUMAN RELATIONS IN ADMINISTRATION. Second term. Credit three hours. Mr. Lundberg.

In this course a critical examination is made of the ideas and research findings underlying various approaches to human relations problems in complex organ

izations. The aim is to develop insights into the human and social elements of organizational behavior through both discussion and participation in classroom exercises. Topics covered include motivation and morale, perception and reactions to others, selection and appraisal, role behavior, communication, attitude measurement, organizational development and change, group dynamics, and leadership. The relevance of recent research studies in these areas is discussed, and the class itself serves as a learning laboratory for some areas of interest. *Prerequisite:* Course 120 or equivalent.

501. PUBLIC PERSONNEL MANAGEMENT. Second term. Credit three hours. Mr. VAN RIPER.

The organization and operation of public personnel systems are covered in this course. The personnel functions—selection, training, classification, and employee relations—are reviewed briefly, but the major stress is placed upon the operation of the personnel program, the political and other unique features of public personnel administration, and the nature of the career service. Emphasis is given to the federal system. Where appropriate, comparisons are made with state, local, and foreign public personnel systems. *Prerequisite:* Course 120 or consent of the instructor.

502. SEMINAR IN ORGANIZATIONAL BEHAVIOR AND ADMINISTRATION. First term. Credit three hours. Mr. Brooks.

Cases, concepts, and research findings in organizational behavior and administration are covered in this seminar. Human problems in administration, methods of diagnosing situations, group behavior, intergroup reactions, and organizational change are analyzed. *Prerequisite:* Course 121 or 101S.

503. SEMINAR IN BUSINESS AND INDUSTRIAL PERSONNEL. Second term. Credit three hours. Mr. Brooks.

This seminar is concerned with the advanced study of selected areas of personnel administration. Individual and group research projects are emphasized. In addition, readings, case studies, and guest speakers are utilized. *Prerequisite:* Course 121 or 101S.

505. PROBLEM SOLVING IN ADMINISTRATION. Second term. Credit three hours. Messrs. Lodahl and Shocker.

Several computer-based management games are used to provide behavioral and situational data for increasing the student's understanding of the processes involved in problem solving and decision making in groups. General problem-solving strategies are examined in the financial output from the game, and group development is analyzed via the output from a team morale survey program which is fed back with the financial data. Theory sessions are concerned with research on both problem solving and group development. Opportunity is provided for teams to experiment with different forms of organizing for problem-solving work. At the conclusion of each complete game, each team submits a strategy report and an analysis of its own group dynamics; these reports form the basis for the course grade. *Prerequisite:* Course 120 or consent of the instructor.

907. SPECIAL TOPICS IN ORGANIZATIONAL THEORY AND BEHAVIOR. First term. Credit three hours. Mr. Lodahl.

The term is devoted to special topics in organizational theory and behavior, selected according to the interests of the faculty member and students. These may include (but are not limited to) leadership theory, executive development and training, group dynamics, group problem solving, attitude scaling and measurement, organizational growth and change, and human relations ("sensitivity") training. Although the course is conducted for Ph.D. candidates, Master's degree students may enroll with consent of the instructor. *Prerequisite:* Course 120 and Course 500 or equivalent. [Not offered in 1965-66.]

Production

525. PROBLEMS AND TECHNIQUES IN PRODUCTION MANAGEMENT. First term. Credit three hours. Mr. Hausman.

Major economic decision problems in production management are examined. Various methods of analysis are used, including traditional intuitive rules, schematic models, and quantitative techniques. Problem areas considered include size and location choices, process and equipment selection, aggregate production planning and scheduling, production and inventory control, distribution systems, project control, assembly-line balancing, sampling inspection and quality control, and process control. Techniques studied include calculus, linear programming and extensions, dynamic programming, computer simulation, critical path methods, heuristic programming, and statistical analysis. *Prerequisite:* Course 127 or consent of the instructor. (*Note:* Although this course will not be formally offered in 1965-66, students may undertake a directed reading program in this subject with Mr. Hausman during the first term.)

526. MANUFACTURING POLICY DETERMINATION. First term. Credit three hours.

This course stresses the importance of basing manufacturing policy decisions on an understanding of the operating characteristics of the company as a whole and the economic and technological characteristics of the industry. To this end manufacturing processes and industry statistical data are studied as a basis for consideration of manufacturing-policy case problems in such industries as steel, textiles, petroleum, plastics, electronics, and furniture. *Prerequisite:* Courses 127 and 200 or consent of the instructor. [Not offered in 1965-66.]

Public Policy and Public Administration

550. POLITICS AND POLITICAL POWER. Second term. Credit three hours. Mr. Van Riper.

This course provides a framework for the analysis of government and politics from the standpoint of one who must concern himself with politics on behalf of his governmental agency or business concern. Emphasis is placed on basic politi-

cal issues, pressure groups, the political decision-making process underlying governmental action, the basic structure and rationale of government at various levels, and the problem of political power. American political institutions are emphasized, but some attention is given to parliamentary systems and to comparisons and contrasts of democratic theory and concepts with those of socialism and communism.

552. COMPARATIVE PUBLIC ADMINISTRATION. First term. Credit three hours. Mr. Presthus.

Public administration systems of the United States, England, and Turkey are analyzed, using political and sociological concepts. Typical predeterminants of modern bureaucracy are reviewed and used to determine the comparative level of administrative development in the societies concerned. The influence of selected social institutions and values on the bureaucracy in each country is determined, including such critical variables as the governmental system (e.g., separation of powers), class structure, educational philosophy and system, attitudes toward authority, and stage of political and economic development. Students prepare papers analyzing the influence of such variables in one of the societies considered.

553. THEORY AND PRACTICE OF MUNICIPAL FINANCE. First term. Credit three hours. Mr. Hillhouse.

The development of the theory underlying municipal financial policies and its differentiation from federal fiscal policy form the basis of this course. Analyses are approached within the context of general public finance but illustrated from the special problems of cities and other metropolitan area governments. Diversified city revenues, use of the property tax, and other tax matters are treated as part of closely interrelated state and local tax systems. Also studied are the newer approaches to effective policy decision making, such as capital improvement programming and integrated financial planning, long-term total budgeting, revenue estimating, cost-accumulation centers, performance budgeting, and standards for the measurement of financial performance. *Prerequisite:* Course 120 or consent of the instructor.

554. SEMINAR IN URBAN GOVERNMENT AND ADMINISTRATION. Second term. Credit three hours. Mr. Flash.

Consideration of economic, sociological, and technological developments provides a background for an analysis of urban government operations and issues in an era of metropolitan growth and change. The following areas are studied: (a) the politics of urban government, (b) structuring and functioning of urban governmental institutions, (c) problems of reorganization, intergovernmental relations, and public leadership, and (d) governmental responses to critical issues such as urban renewal, transportation, integration, and education. For the future administrator, planner, and researcher, the course provides understanding of issues, patterns of analyses, and familiarity with relevant literature.

556. SEMINAR IN PUBLIC ADMINISTRATION. First term. Credit three hours. Mr. Van Riper.

The purpose of this seminar is to develop both an understanding of and a point

of view toward some of the major problems of the public administrator. Topics considered vary from year to year, depending upon the needs and interests of the students, and may involve such problems as loyalty and security, codes of ethics for public servants, centralization and decentralization, reorganization, intergovernmental relations, trends in administrative theory, legislative-executive relationships, and state-local relations. *Prerequisite:* Course 120 or consent of the instructor.

557. SEMINAR IN MILITARY MANAGEMENT AND CIVIL-MILITARY RELATIONS. Second term. Credit three hours. Mr. Van Riper.

This course is designed to acquaint the student with certain principal types of military administrative and managerial problems, particularly those which have significant effects upon private industry and the civilian governmental establishment. Subject matter varies from year to year but may include such subjects as program planning, procurement and supply, manpower utilization, organization of the military departments, line-staff relationships, and civilian control of the military establishments. *Prerequisite:* Course 120 or consent of the instructor. [Not offered in 1965-66.]

558. SEMINAR IN THE POLITICS OF GOVERNMENT PLANNING (Government 523). First term. Credit four hours. Mr. Altshuler.

This seminar examines policy-making processes and political issues associated with government efforts to influence or directly to manage the American economy. In 1965-66 the focus is on the politics of urban and regional planning.

560. PUBLIC ADMINISTRATION FOR FOREIGN STUDENTS. First term. Credit three hours. Mr. Bent.

This is an introductory course for foreign students who have not had previous course work in public administration. It is concerned with the administrative problems of less-developed countries, including formal organization (structure, departmental organization, and central-field relations), personnel and civil service systems, and the problems of adapting modern administrative concepts to other environments. Special attention is given to the problems of the operating administrator in government agencies. This course is open to seniors and graduate students. [Not offered in 1965-66.]

900. MANAGEMENT SURVEYS AND ANALYSIS. First term. Credit three hours. Mr. Van Riper.

Management Surveys and Analysis concerns the recently developing management function known variously as management analysis, organization and methods work, management engineering, systems and procedures analysis, or administrative services. It involves the interrelationships of organization, written communications, systems of sequential operations, and procedures, together with methods for their evaluation and improvement (from the standpoint of the outside consultant, controller, systems and procedures analyst, or administrator or study group working from within the organization). Special consideration is given to such matters as approaches to the measurement of efficiency, manage-

ment survey organization and techniques, organization and procedures analysis, work flow and work distribution analysis (especially in clerical operations), work measurement, and the formulation, selling, and carrying out of recommendations. *Prerequisite:* Course 120 and, for first-year students, consent of the instructor. [Not offered in 1965-66.]

902. SEMINAR IN ORGANIZATIONAL THEORY AND BEHAVIOR. Second term. Credit three hours. Mr. Presthus.

The theory of bureaucratic organization is analyzed in several substantive fields. Topical areas include major organizational theories, small groups, concepts of authority, and decision-making theory. Empirical research findings from several social sciences are brought to bear on such areas. Some of the implications of large-scale organization for its members are reviewed, in an attempt to understand the kinds of accommodations individuals make to complex structures. Students prepare papers based on their own field research or on secondary analysis of other empirical data. *Prerequisite:* Primarily for doctoral candidates but open to Master's degree students with consent of the instructor.

904. SEMINAR IN POLITICS AND ADMINISTRATION. First term. Credit three hours. Mr. Presthus.

This seminar explores problems related to the influence of such groups as legislatures and interest groups on the administrative process. The major emphasis is on federal government, with special attention to the regulatory agencies. Constitutional provisions, such as the system of separation of powers, which contribute to our highly political administration are stressed. Relevant analytical concepts such as interest group theory are also emphasized. Each student prepares a "case study" focused on the political context of American public administration.

Quantitative Analysis

456. QUANTITATIVE METHODS FOR MANAGEMENT II. Second term. Credit three hours. Mr. Dyckman.

The material in this course is a continuation of the work begun in Course 123. Topics covered are drawn from the following: revision of probability estimates, treatment of nuisance parameters, multiple action problems, interdependent decision problems including sequential decision procedures, Monte Carlo techniques, sampling methods and quadratic loss functions, procedures for estimating relationships and the associated problem of prediction, and comparison tests. The logic of the methods and their integration are emphasized, and their applications to management problems are explored. *Prerequisite:* Course 123 or consent of the instructor.

600. INTRODUCTION TO PROBABILITY THEORY (Industrial Engineering 9460). First term. Credit four hours.

This course deals with definitions of probability and basic rules of probability theory, random variables, probability distributions, and expected values. In-

cluded are important special distributions and relations among them, and elementary limit theorems. Stochastic processes and Markov chains are introduced, and their applications in the construction of mathematical models for administrative decisions are considered. *Prerequisite*: Calculus.

601. INTRODUCTION TO STATISTICAL THEORY (Industrial Engineering 9470). Second term. Credit four hours.

This course considers the application of statistical theory to problems associated with the analysis of data. Involved are principles of statistical inference, estimating the value of unknown parameters of probability distributions and the testing of hypotheses concerning these parameters, and elements of statistical decision theory. An introduction to correlation theory and curve fitting by least squares is included. *Prerequisite*: Course 600 or equivalent.

602. OPERATIONS RESEARCH I (Industrial Engineering 9522). Second term. Credit three hours.

This course deals with the concept of abstract, mathematical models of operating systems. Methodology and techniques of operations research, including waiting line models, linear programming, simulation, and other specialized techniques are studied. Applications to production, cost, inventory, and sales problems are considered. *Prerequisite*: Course 601, concurrent registration in 601, or equivalent.

604. OPERATIONS RESEARCH II (Industrial Engineering 9523). First term. Credit three hours. Mr. Hausman.

This course examines the theoretical basis of the common techniques of operations research (linear programming, queuing theory, game theory, and simulation). Coverage includes some of the same topics treated in Course 602, but the work is carried on in greater depth and emphasis is on the logic of the technique. *Prerequisite*: Course 602 or equivalent.

605. DATA PROCESSING SYSTEMS (Industrial Engineering 9582). First term. Credit four hours.

This course is concerned with the design of integrated data processing systems for operational and financial control. Topics considered involve questions of design and organization (appropriate languages and equipment, file structures, addressing and search problems, and sorting techniques), problems of multiple remote system inputs (e.g., on-line data processing systems), and techniques of system requirement analysis. *Prerequisite*: Course 901 and consent of the instructor. [Not offered in 1965-66.]

901. DATA PROCESSING SYSTEMS (Computer Science 431). Second term. Credit three hours. Mr. Conway.

This introductory course in modern data processing systems considers problems and techniques associated with the use of such systems in various organizational environments, including industry, government, and hospitals. The course pre-

sents an introduction to data handling equipment, programming, and applications and considers control and decision functions as well as routine operations. The emphasis is on problem analysis and system planning rather than on programming, although students have programs processed at the Cornell Computing Center.

Transportation

575. TRANSPORTATION: RATES AND REGULATIONS. First term. Credit three hours. Mr. Hutchins.

This study of American transportation is focused on economic organization, public policy, and the rate-making process. The emphasis is on the theory and practice of rate making in an environment complicated by fixed, joint, and common costs, by competition among differing modes of transport, and by complex patterns of regulation. Although primary attention is given to railroad economics and policies, other modes are considered from time to time. Cases are used. Among the topics discussed are rates and the location of industry and trade, the theory of rates, the development and current content of United States inland transportation policy, the construction of rate systems, problems in competitive marketing, new types of rates and services, certain detailed problems of regulation, and the complexities of intercarrier relations within a national transportation system.

576. TRANSPORTATION: STRUCTURES, OPERATIONS, AND POLICIES. Second term. Credit three hours. Mr. Hutchins.

This course is a continuation of Course 575 (which is a desirable, but not essential, prerequisite). Attention is focused first on the features of industrial organization in merchant shipping, air transportation, and domestic surface transportation (rail, truck, and barge), with special emphasis on market structures, business conduct, and relevant public policies. In this connection various problems of inter- and intramodel relations are discussed, including consolidations, finance, and public promotion. The second portion of the course is devoted to problems of business administration in transportation under the headings of carrier organization, operations, finance, and general policy. In this part of the course cases and illustrations are drawn from all of the modes of transportation, and discussion is based on the earlier studies of industrial organization in the several modes.

Research

010. DIRECTED READING AND RESEARCH. Either term. Credit hours are adjusted to the work load assumed by the student.

Research is carried on under the supervision of staff. Registration is limited to second-year students who have the approval of their advisers and of the faculty members involved. The student may carry on research in fields of special interest in either business or public administration.

905. SEMINAR IN RESEARCH METHODS. First term. Credit three hours. Mr. Lodahl.

The course is designed as an introduction to research methodology on the assumption that there are some questions of research method relevant to all fields in business and public administration. It gives the student an overview of problems in conducting research rather than a detailed examination of specific statistical procedures. The first part is concerned with research theory: kinds of theory and the connections between theory and method. The second part is concerned with method: measurement and scaling, sampling, experimental design, and analysis of data. The third part concerns the development of skills of research: varieties of social science research, establishing research relationships, styles of research, and practice with observational methods, particularly the interview. *Prerequisite:* Limited to doctoral candidates.

Service Courses

101S. PERSONNEL MANAGEMENT AND HUMAN RELATIONS. Second term. Credit three hours. Mr. Brooks.

This course is designed to cover the principal personnel functions, the organizational approach of personnel administration, and the relationship of personnel to other administrative functions. Business personnel problems are emphasized, with special consideration given to recruitment, selection, placement, training, compensation, motivation, communications, discipline, safety, services, and management by objectives. *Course 101S is offered for students in other parts of the University and is not normally open to M.B.A. and M.P.A. candidates.*

110S. PRINCIPLES OF ACCOUNTING. First term. Credit three hours. Mr. Drebin.

In developing the principles and procedures underlying general financial statements, varieties of financial transactions are studied and alternative accounting treatments are analyzed for recording of sales, purchases, depreciation of long-lived assets, inventory, stockholder's equity, and bonds. An intensive review of compound interest is undertaken in connection with bonds. After the techniques of recording transactions have been studied, the tools for analysis of financial statements are introduced. This analysis leads to a study of financial reports, including consolidated income and position and funds statements. Attention is directed to the development and use of financial information for analysis by interested persons outside the firm. *Course 110S is offered specifically for undergraduates and is not normally open to M.B.A. and M.P.A. candidates.*

111S. MANAGERIAL ACCOUNTING. Second term. Credit three hours. Mr. Stewart.

The focus of this course is on the preparation of accounting information useful for managerial action. The subjects covered include classifications of costs, manufacturing overhead analysis, job order, process, and standard cost systems, variance analysis, inventory control, budgeting, break-even analysis, variable (direct)

costing, cost control reports, distribution cost analysis, retail inventory valuation problems, capital budgeting, measuring performance, and accounting problems resulting from a changing price level (including common dollar accounting). The objectives are to build skills in preparing accounting information, to develop an ability to recognize the uses and limitations of the accounting information available to management, and to apply the information in decision situations. *Course 111S is offered specifically for undergraduates and is not normally open to M.B.A. and M.P.A. candidates.*



*An officer of the Student Association
meets with the Associate Dean.*

IV. ADMISSIONS AND STUDENT AFFAIRS

Each year approximately 125 new students enter the Graduate School of Business and Public Administration at Cornell. The standards and procedures employed in admitting these students are explained in the first section below. In the following sections questions concerning costs and the availability of financial assistance are considered, and student activities and services are discussed.

Admissions Standards and Procedures

Eligibility

Admission to candidacy for the M.B.A. or the M.P.A. is limited to persons holding baccalaureate degrees from recognized colleges, universities, or technical schools in this country or abroad or to persons who can give evidence of successful completion of equivalent studies. While the individual's undergraduate academic record is of primary importance as an indicator of his ability to undertake graduate work in business or public administration, several other factors are taken into account. Reports concerning the applicant's intellectual and personal development as an undergraduate are considered, as is the indication of his inherent ability provided by the admissions tests referred to below. Employment experience, military service, and extracurricular activities are also weighed in the admissions review process. All of these factors are considered significant in assessing the applicant's capacity and motivation for graduate work in the School and for his later performance as a responsible and creative executive.

Undergraduate Preparation

Although no specific undergraduate courses are required for admission, it is recommended that students planning to enter the School include in

their undergraduate programs courses in mathematics (including calculus), economics, and American government. In light of the specialization inherent in professional education at the graduate level and in subsequent professional careers, candidates are urged to pursue as broad an education at the undergraduate level as their curricula allow. Undergraduate courses in business administration do not enhance a candidate's eligibility for admission, nor do they necessarily assure satisfactory academic performance in this School.

Application Procedure

A completed application for admission to the M.B.A. or M.P.A. program consists of the following:

(1) The application itself, completed on forms available from the Director of Admissions and Student Affairs, Graduate School of Business and Public Administration, Malott Hall, Cornell University, Ithaca, New York.

(2) A nonrefundable application fee of \$15.00 payable to Cornell University.

(3) A report of test scores on the Admission Test for Graduate Study in Business, or both the aptitude and government portions of the Graduate Record Examination. These tests are administered throughout the United States and in many major cities of the world by the Educational Testing Service. Inquiries and applications for taking the tests should be addressed to the Educational Testing Service, Princeton, New Jersey. While the tests are administered four times each year, applicants should note that the November examinations are often most convenient for the School and for the candidate. Applicants are responsible for arranging to have their test results sent directly to the School. (*Note:* Applicants for the joint program in administration and law may substitute the Law Aptitude Test, the results of which will be supplied to this School by the Director of Admissions of the Cornell Law School.)

(4) A transcript sent directly to the School by the registrar of each institution attended by the candidate beyond the secondary level.

(5) Two letters of reference on forms supplied by the School, preferably from persons who have taught the applicant and know him well.

Interviews are not required of prospective Master's degree candidates. Nonetheless, they are often found to be helpful in appraising a student's eligibility for admission. Accordingly, applicants are encouraged to come to the campus for this purpose.

Admissions Timetable

New students are normally permitted to enter the School only at the beginning of the fall term in September. Admission in February is permitted only in unusual circumstances, because of the integrated and sequential nature of the School's core program. Applications for admission to the School should be filed as early as possible during the academic year preceding that for which admission is sought and in any event should be completed by May 1. Although the School has occasionally acted favorably on applications received after May 1, most available places are filled prior to that date. Applicants are notified of their acceptance or rejection as promptly as possible after their admissions folders have been completed.

Foreign Students

A candidate for admission from overseas must meet the same standards which are applied to other applicants. Not only must he be prepared academically to undertake a rigorous program of studies, but he must also be proficient enough in English to follow lectures closely, to participate actively in discussions, and to absorb a heavy program of reading and required papers and examinations. While the foreign applicant need not pay the \$15.00 application fee and will not, in most instances, be able to be interviewed by a representative of the School, he must otherwise complete the procedure outlined above. Foreign applicants whose native tongue is not English are also required to meet the English language proficiency standards of the Graduate School of Cornell University. These standards are outlined in that School's brochure, *Prospective Graduate Students from outside the United States*.

Nondegree Candidates

The School accepts a very limited number of qualified students who, because of special circumstances (e.g., one year's leave of absence from employment or a one-year fellowship for a foreign student) are not candidates for degrees. Admission standards and procedures in such cases are the same as those for degree candidates.

Joint Programs

The long-standing tradition of cooperation among the various units of Cornell enables the School to join in offering combined degree pro-

grams with several of the other schools and colleges on the Ithaca campus. Formal combined degree programs have been worked out with the College of Agriculture and the College of Engineering. Combined degree programs can also be arranged for students in the College of Architecture, the School of Industrial and Labor Relations, and the School of Hotel Administration. Admission to these programs is limited to particularly promising candidates, and careful planning is required if a successful integration of the work for the two degrees is to be achieved. Accordingly, Cornell students who are interested in completing the first-year requirements for the M.B.A. or M.P.A. degree during their last year of undergraduate studies in the schools and colleges listed above are advised to meet with the School's Director of Admissions and Student Affairs before the end of the first semester of the year preceding their last full undergraduate year.

Costs and Financial Assistance

Tuition and Fees

The charge for tuition in the Graduate School of Business and Public Administration is currently set at \$750.00 per semester, and the General Fee of \$150.00 is also payable each semester. Tuition and fees thus total \$1800.00 for the full academic year. (*Note: New students who have not previously been enrolled at Cornell are also required to pay a \$28.00 matriculation fee upon entering the University. For additional information about the rules of payment at Cornell, see the *Announcement of General Information*, which may be obtained from the Visitor Information Center, Day Hall, or by writing to Cornell University Announcements, Day Hall, Ithaca, New York.*)

Living Costs

Living costs cannot be stated with the same degree of certainty as regular University charges, since they depend to a great extent on the individual's tastes and circumstances. Recent estimates indicate that students spend between \$135.00 and \$250.00 a term for room and between \$275.00 and \$325.00 a term for board. Laundry may require \$25.00 to \$40.00 a term, and books and other supplies will cost between \$30.00 and \$50.00 a term. Additional allowance must be made for clothing, travel, and incidentals. Recent experience suggests that total costs, including tuition and



A seminar in international marketing.

fees, generally range between \$3300 and \$3600 for the full academic year for the single student and between \$4500 and \$5000 for the married couple without children.

Fellowships, Scholarships, and Grants

A substantial number of fellowships, scholarships, and grants-in-aid are available for students enrolled in the School. Fellowships are based on scholastic ability, and scholarships and grants-in-aid are awarded on the basis of both scholastic ability and financial need. Applications for scholarships and fellowships by prospective Master's degree candidates must be filed by March 4 for the subsequent fall term, and new applications for the spring term must be filed by January 1. Application forms may be obtained from the School's Director of Admissions and Student Affairs. In addition to the general funds of the University which are made available for scholarship purposes, the following special awards may be noted.

The Bache and Company Fellowship, in finance.

The William H. Burns Scholarship of the Tompkins County Trust Company, awarded to a resident of Tompkins County.

The S. C. Johnson and Son, Incorporated, Fellowship, in market research.

The Kaiser Aluminum and Chemical Corporation Fellowship.

The Martin McVoy Fellowships and Scholarships (with preference given to members of Alpha Delta Phi).

The National City Bank of Cleveland Scholarship, for study in money, banking, and finance.

The Neal Dow Becker Scholarship Fund Awards.

The Alfred P. Sloan Foundation, Incorporated, Fellowships and Scholarships, for study in hospital administration.

The Walter C. Teagle Memorial Fellowship of the Standard Oil Company (New Jersey).

The Theodore P. Wright Fellowship of the Cornell Aeronautical Laboratory, awarded to a student with undergraduate training in engineering.

Loans

Students may also want to investigate opportunities for educational loans, which are available on an interest-free basis as long as the student

is enrolled in the University and subsequently involve interest charges which in no case exceed 4 per cent per annum. A new student may borrow as much as \$1300 for his first year of study in the School if his financial circumstances warrant such assistance, and during his second year an additional loan of up to \$1800 (the cost of tuition and fees for that year) may be authorized. University and National Defense Education Act loans are available, and New York State residents may be recommended for long-term loans through community banks under the agency of the New York Higher Educational Assistance Corporation. The W. K. Kellogg Foundation has established a loan fund for students in the hospital administration program. Loans are administered through the University's Office of Scholarships and Financial Aid, Room 101, Day Hall.

Composition of the Student Body

A large number of the School's students come from the Northeast and Middle Atlantic states, but the other regions of the United States and more than ten foreign countries are also represented in the student body each year. Approximately 40 per cent of the School's students did their undergraduate work in the liberal arts, while more than 30 per cent majored in the sciences and roughly 20 per cent were engineering students. Only a very few students presently enrolled in the School did their undergraduate work in business administration. The undergraduate colleges and universities represented in the current student body are listed in the table on the following page.

Student Activities

As a supplement to the academic program of the School, a range of activities is organized and administered by the student body. The objectives of these programs include the development of a professional attitude among the students and the promotion of closer student-faculty relationships. The several activities described below also afford excellent opportunities for interested students to develop their organizational and administrative talents.

Institutions of Higher Learning Represented in the Student Body 1964-1965

U.S. Colleges and Universities

Alfred University	Lehigh University
Amherst College	Loretto Heights College
Beloit College	Manhattan College
Boston University	University of Maryland
Bowdoin College	University of Massachusetts
Brandeis University	Massachusetts Institute of Technology
Brown University	University of Michigan
Bucknell University	Middlebury College
Canisius College	Monmouth College
Carnegie Institute of Technology	Murray State College
Case Institute of Technology	New York University
University of Cincinnati	University of Notre Dame
City College of New York	Park College
Colby College	University of Pennsylvania
Colgate University	Pennsylvania Military College
Columbia University	Pennsylvania State University
Cornell University	Princeton University
Dartmouth College	Principia College
DePauw University	Purdue University
Earlham College	Rensselaer Polytechnic Institute
Georgetown University	University of Rochester
Grinnell College	Saint Bonaventure University
Grove City College	Stevens Institute of Technology
Hampden-Sydney College	Swarthmore College
Harpur College	Tufts University
University of Hartford	Union College
Harvard University	Washington and Jefferson University
University of Hawaii	Washington and Lee University
Harvey Mudd College	Wesleyan University
University of Idaho	College of Wooster
University of Illinois	Worcester Polytechnic Institute
University of Kentucky	Yale University
Kenyon College	
Lafayette College	

Foreign Institutions

University of Chile	La Martiniere (France)
Commercial Institute (Chile)	University of Manitoba (Canada)
Ecole Superieure de Commerce de Paris (France)	McGill University (Canada)
International Christian University (Japan)	Middle East Technical University (Turkey)
University of the East (Philippines)	Queen's University (Canada)
Hamburg University (Germany)	Robert College (Turkey)
Keio University (Japan)	Seoul National University (Korea)
Jung University (Republic of China)	Tokyo University (Japan)
	Waseda University (Japan)
	Yokohama National University (Japan)

The Student Association

The student activities program is carried on under the general sponsorship of the Student Association, with the guidance of its twelve-member Executive Council. The President, Vice President, Secretary, and Treasurer of the Association are elected each February by the entire student body for one-year terms, and a representative from the first-year class is elected in September to serve until February. The remaining seven members of the Council are the appointed chairmen of the various subsidiary committees and organizations. The Association's Social Committee sponsors frequent informal gatherings during the year. A fee of \$10.00 covers membership in the Association for the two years of residence at the School.

The Management Forum and Supper Club

Over the course of the year several prominent individuals from the world of business and public affairs are brought to the School to speak before students, faculty, and their guests. Some of the sessions with visiting speakers are presented by the Management Forum at a late morning hour set aside for that purpose. In other instances the guest speakers address the Supper Club at an evening gathering.

The Cornell Executive

At regular intervals throughout the academic year, a newspaper entitled *The Cornell Executive* is edited and published by a student board. Copies of each issue are distributed to all students, faculty, and alumni of the School. This publication is a vehicle for student expression and for communicating important developments concerning or affecting the school's curriculum, faculty, and student and alumni bodies. A special section is devoted to alumni news.

B&PA, Incorporated

Short-term loans are made available to members of the student body by this non-profit organization. The disposition of its funds, which have been accumulated through gifts, subscriptions, and earnings, is governed by the student and the faculty members of its Board of Directors.

Wives' Club

More than 30 per cent of the students attending the School are married. Their wives have formed an informal group which sponsors an active and

varied program of meetings throughout the year. The Wives' Club also works closely with the Social Committee of the Student Association.

Student and Alumni Services

Housing

Although many students prefer to live in private dwellings or apartments, University housing is available for both single and married students. Sage Graduate Center, in the heart of the Cornell campus, provides housing and dining facilities for single students who are candidates for advanced degrees in any field, and the University maintains three modern housing developments for married students with both one- and two-bedroom apartments available. Applications for University-operated housing should be made through the Department of Housing and Dining Services, Day Hall, Cornell University, Ithaca, New York. Information regarding off-campus accommodations is available from the Off-Campus Housing Office in the Department of Housing and Dining Services. (*Note: Rooms in Sage Graduate Center are assigned on July 15 in order of the date of receipt of application.*)

Dining Arrangements

The University operates a wide range of dining facilities which are convenient both to housing accommodations and to Malott Hall, the home of the Graduate School of Business and Public Administration. Meals are served regularly in Willard Straight Hall (the student union building), Sage Graduate Center, Martha Van Rensselaer Hall, Stocking Hall, and Noyes Lodge (a student facility located on Beebe Lake, not far from the School).

Student Counseling

Each student is assigned to a faculty adviser for academic counseling. Advisory relationships are informal, however, and students are urged to consult widely with members of the faculty on matters relating to the education and future plans. The School's Director of Admissions and Student Affairs and the Director of Placement and Alumni Affairs are also available for counseling purposes. The International Student Office in Day Hall maintains a staff to assist in meeting the special counseling

needs of students from other countries. Foreign students are urged to avail themselves of this service and to call upon the staff of the International Student Office for assistance on such matters as living quarters and other aspects of their needs in Ithaca. It is suggested that foreign students write to the Director of the International Student Office before they come to Ithaca or call upon him when they arrive.

Placement

To assist graduates in exploring and selecting among various employment possibilities, the University and the School operate an extensive placement program. Under the aegis of the University Placement Service, a large number of representatives of business organizations and governmental agencies come to the campus each year. The School's Director of Placement and Alumni Affairs coordinates a program in which many business and government representatives interview the prospective graduates of this School in Malott Hall.

Alumni Services

The Business and Public Administration Alumni Association maintains liaison between the School and some thousand graduates associated with private and public organizations in this country and overseas. The School's alumni assist in various activities of the School, including serving as guest lecturers in advanced seminars, providing case materials, and interviewing for the School's admissions program. The placement program of the School is at the disposal of the School's alumni, as is the University Placement Service, which maintains offices both in Ithaca and in the Cornell Club of New York City (at 155 East 50th Street).

Further Information

Prospective students are urged to consult Cornell University's *Announcement of General Information* for details regarding health requirements and services, vocational testing and guidance, the use of motor vehicles, and University-wide social and cultural activities. Copies of that Announcement may be obtained from the Visitor Information Center, Day Hall, or by writing to Cornell University Announcements, Day Hall, Ithaca, New York.



The School's library contains a large collection of government documents and corporation reports.

V. DOCTORAL AND RESEARCH PROGRAMS

Approach and Content of the Doctoral Program

Studies for the Ph.D. degree in the field of business and public administration are designed to prepare candidates for careers in teaching and research. Accomplishment is judged not primarily by the fulfillment of assigned courses but rather by the development of the depth of understanding essential to the advancement of knowledge. Course credits as such are not accumulated, but the candidate must complete a study program worked out by his Special Committee. The requirements for the Ph.D. degree are established and administered by the Graduate School of Cornell University. Business and public administration is one of a number of fields of study offered by the Graduate School. A prospective student should therefore obtain the *Announcement of the Graduate School* and study it carefully.

The candidate for the Ph.D. degree in business and public administration is asked to select a major subject in this field and two minor subjects from this or other fields offered by the Graduate School. For his Special Committee, which directs his studies, he selects faculty members representing those subjects. Shortly after the candidate enrolls a qualifying examination is given in order to evaluate his background and work out a program of study. A general examination is given on the major and minor subject areas after the candidate has had adequate preparation herein. A thesis is required and is prepared under the direction of a Committee member.

A minimum of six terms of full-time residence beyond the Bachelor's degree is a requirement for the doctorate in the usual case, but under certain circumstances (noted in the section on "Admissions" below) credit may be received in whole or in part for graduate work done elsewhere for the M.B.A. or M.P.A. degree or in other programs. The candidate must also demonstrate a reading knowledge of two foreign languages in which significant literature appropriate to his interests is published. (Neither of these can be the language used predominantly in work for the undergraduate degree. For English-speaking students French, German, and Russian

are automatically accepted, and under certain conditions other languages may be substituted.)

The major and minor subjects offered in the field of business and public administration are listed below:

MAJOR AND MINOR SUBJECTS	MINOR SUBJECTS ONLY
business administration	finance and accounting
public administration	marketing
managerial economics	production
organizational theory and behavior	hospital administration
	development and public administration

As stated above, the major subject area must be selected from the field of business and public administration. However, the candidate is often encouraged to select one minor subject from another field, such as economics, government, psychology, sociology, industrial and labor relations, city and regional planning, or industrial engineering and administration. A short description of the major subjects in the field of business and public administration follows:

Business administration includes the relationships of business firms to their economic, political, and social environment and the application of managerial concepts to the operations of such firms. The functions of marketing, finance, production, personnel, and control are integrated in decision-making studies and in the formulation of policy.

Public administration involves the study of governmental policies, policy formulation, power relationships, administrative behavior, and basic management functions. The broad environment of public affairs is emphasized. Competence is also expected in organizational theory and in the methods of the social sciences.

Managerial economics involves the analysis of the economy generally of industries, and of the firm, primarily from the point of view of determining policy. Substantial competence is required in economic theory including the newer quantitative approaches, and in one or more special areas, such as international economic relations, money and banking, transportation, and business cycles. A comprehensive knowledge of economic institutions and public policies is also expected.

Organizational theory and behavior focuses on the approaches of the social and behavioral sciences to the study of human activity in organ

zational settings. Systematic observation, theoretical analyses, and empirical investigation are stressed. Substantial competence in at least one of the underlying social sciences is required. Familiarity with the literature and practices of professional management, and with the primary features of the institutional setting of business or government, is expected.

The minor subject in *development and public administration* focuses on the political, economic, and social problems of institution-building in developing countries. Course work in this field may include comparative public administration, theory of the developmental process, developmental administration, comparative local government, and contemporary nationalism. Doctoral candidates interested in developmental problems may also take minors in a variety of fields in other parts of the University. Students with a good foundation in economics may elect a minor in international economics or economic development and planning. Students particularly interested in foreign policy and international relations may present a minor subject in international relations or comparative government. The School of Industrial and Labor Relations offers a minor subject in international and comparative labor relations, with courses on the social problems of industrialization and labor problems in the developing parts of the world. In the College of Agriculture minor subjects are offered in agricultural policy and economic development and in rural sociology. The student may also take work in the Department of Anthropology, which has a highly developed interest in comparative and cultural anthropology.

Admissions and Financial Assistance

Applications for admission to the doctoral program should be made on the forms of the Graduate School of Cornell and should be sent to The Graduate School, Sage Hall. They should clearly indicate in the appropriate place a major interest in the field of business and public administration. All applicants, whether from the United States or abroad, are required to take either the Graduate Record Examination (Aptitude Test) or the Admission Test for Graduate Study in Business. These tests are given several times a year in the United States and abroad. For information about the examinations, candidates should write to the Educational Testing Service, Princeton, New Jersey.

Eligibility for admission is determined on the basis of the quality of an

applicant's academic record, the suitability of his prior work for the intended program, the opinions expressed in letters of recommendation, the career objectives of the candidate, and his test scores. In general, students without prior work in the appropriate disciplines and in the institutional environment should take a professional degree first or otherwise make up their deficiencies. Students having strong undergraduate preparation in one or more of the social sciences can proceed directly to graduate work in this field but should plan to remedy any deficiencies with respect to the various aspects of administration. Candidates with undergraduate work in business or public administration may be prepared to enter the doctoral program, but they will often be required to develop a more adequate foundation in the social sciences. Thus, while preparation for graduate study in important segments of the student's program is necessary, the possession of a Master's degree, though common, is not essential.

Students contemplating taking the M.B.A. or M.P.A. degree prior to undertaking doctoral work should note that under certain conditions a transfer of residence credit toward the Ph.D. degree is possible. Such transfer may be allowed by the Graduate School on recommendation of a student's Special Committee after matriculation, but it is by no means automatic. Ordinarily two terms of residence credit toward the doctorate are granted for the completion of a four-term professional Master's program. However, a candidate for the M.B.A. or M.P.A. degree at Cornell if he so elects during the first year, may be placed under the direction of a special committee within the School and will then follow a more research-oriented program than is usual in the Master's program. By so doing he may receive up to three terms of residence credit for the doctorate upon completion of the M.B.A. or M.P.A. degree. In such instances a Master's thesis and a comprehensive oral and written examination are required.

The School has funds available for the support of Ph.D. candidates through fellowships and assistantships, primarily the latter. These are awarded on a competitive basis to both new and continuing candidates with renewals based on the student's academic performance. In addition to the fellowships and assistantships offered by the School, a number of University fellowships and scholarships are available, which are awarded in a general competition which closes in February.

Further information on admission and financial aid may be secured by writing to the Director of the Doctoral Program, Graduate School of Business and Public Administration, Cornell University, Ithaca, New York.



The John M. Olin Library, completed in 1961.

Research Programs

Through its research program the School seeks a combination of related objectives: the advancement of basic knowledge, the utilization of that knowledge in teaching programs, and the further encouragement of both faculty and graduate students in the use of research for decision making and other administrative purposes.

The School has stressed empirical studies of business firms, governmental agencies, hospitals, and similar enterprises. Here management is observed in interaction with its environment, and research is focused on the ways in which objectives are determined, resources are acquired and controlled, and activities coordinated. This approach not only breaks new ground in organizational analysis but also provides a base for theory. Studies of this type have included a large-scale analysis of the social origins, training, and career patterns of federal governmental executives, a community power structure survey, an analysis of state capital budgeting policies and procedures in the U.S., a survey of banking policies with regard to the handling of cash and marketable securities, studies of hospital organization and operation, an examination of the policy formulation processes of various business enterprises, and a broad inquiry into organizational and economic trends in the field of agricultural industries. Other ongoing research efforts concern the development of capital budgeting in both business and government, the study of executive personality, the comparative analysis of the effects of centralization and decentralization in two large concerns, and the development of concepts of managerial accounting.

The School maintains close association with University-wide agencies concerned with social and organizational research, particularly the Cornell Social Science Research Center and the Cornell Computing Center the facilities of which are available to students in the School. The research program provides a number of stipends as well as training and dissertation opportunities for advanced graduate students.

Publications

Since 1956 the School has published the *Administrative Science Quarterly*, a scholarly journal concerned with advancing the basic understanding of administration through empirical investigation and theoretical analysis. The *Quarterly* contains articles, book reviews, and abstracts relating to administration in several types of enterprises and environments, including business, governmental, hospital, military, and educational. Inquiries relating to this publication should be sent to the Editor, *Administrative Science Quarterly*, in care of this School.

The School also publishes books and monographs on various aspects of administration and policy. Eight studies in a series entitled *Cornell Studies in Policy and Administration* have been published to date: *Information for Administrators* by Paul Wasserman; *Statistical Analysis*

Comparative Administration: The Turkish Conseil D'Etat by Robert Presthus; *Measurement and Evaluation of Organizational Performance* (an annotated bibliography) by Paul Wasserman; *Decision-Making: An Annotated Bibliography* by Paul Wasserman and Fred Silander; *Management Decisions for Cash and Marketable Securities* by Harold Bierman, Jr., and Alan K. McAdams; *The Decision-Making Process in the Commercial Use of High-Speed Computers* by Ernest Dale; *Amateur Speculators: A Survey of Trading Styles, Information Sources, and Patterns of Entry into and Exit from Commodity Futures Markets by Non-Professional Speculators* by Seymour Smidt; and *Investment and Liquidity: A Case Study of Clay Construction Products* by Richard S. Bower.

Reprints of articles published by faculty members of the School are issued, under special cover, in a Reprint Series. Single copies of the articles, covering topics in business, public, and hospital administration, are available free of charge. Sixteen articles have so far been included in the series, which was started in the fall of 1961. Inquiries should be addressed to the School, for the attention of its Publications Office.

Library Resources

The Eastwick Library of the Graduate School of Business and Public Administration now contains more than 65,000 volumes on the administrative process and on various aspects of business and public affairs. The Library, which is housed in Malott Hall, has comfortable facilities for readers, including a large number of open and locked carrels. The Library maintains files of periodicals, journals, financial and advisory services, government publications, and selected company reports.

A reference collection is maintained and professionally staffed to provide direct assistance to students in the solution of academic and research problems. Detailed bibliographic assistance is provided for doctoral candidates.

In addition to the library of the School, the John M. Olin Graduate Research Library and other Cornell libraries, notably that of the School of Industrial and Labor Relations, are also open to students of the School. The government documents collection of the University Libraries is one of the largest in the country. Altogether the library holdings of the University total more than 2,000,000 volumes, making Cornell one of the major library research centers in the United States.



A visiting scholar addresses a group of students and faculty in Bache Amphitheatre in Malott Hall.

VI. SPECIAL PROGRAMS

The School develops and conducts institutes, seminars, conferences, and other types of special training programs to meet the needs of business organizations, governmental agencies, and hospitals and health organizations. These programs are tailored to the requirements of the participating groups and vary in length from a few days to several weeks. They are usually conducted on the University's Ithaca campus, thereby gaining the full advantage of resident faculty participation, libraries, and University housing arrangements. The programs presently offered are described below.

The Cornell Executive Development Program

The Executive Development Program offers an intensive six-week course of study designed for senior executives in business firms and government agencies. The Program was established by the Graduate School of Business and Public Administration in 1953. Since that time more than six hundred executives have participated in the annual sessions. Enrollment is limited to men to whom each company or government agency looks for future leadership. Participants comprise a heterogeneous group with respect to geographic and industry distribution and administrative functions.

The course of study is designed to help the participant perform his present assignment more effectively and prepare for broader responsibilities. Each participant is encouraged to take an organization-wide viewpoint, to search out and apply financial and economic standards in the formulation and appraisal of policies, to become more sensitive to the elements of effective organization and more enlightened ways of enlisting human effort, and to sharpen his awareness of the factors which affect management's ability to control an organization's future. The case method of instruction is employed extensively. For those who wish to participate on a voluntary basis, special sessions are conducted on quantitative approaches to decision making and on improving reading and writing skills.

The fourteenth annual Executive Development Program will begin in late June, 1966. Applications should be submitted by March 15, 1966.

Hospital Administrators Development Program

The Hospital Administrators Development Program offers to a selected group of experienced administrators a four-week course of lectures, readings, and discussions dealing with a broad spectrum of trends and issues affecting their responsibilities. Health leaders from all parts of the United States, Canada, and overseas are brought together in stimulating contact with resident and visiting faculty members chosen for their ability to contribute to a better understanding of medical care programs, the administrative process, and trends in hospital administration.

The seventh annual Hospital Administrators Development Program will be offered in late June and July, 1966.

Agribusiness Executives Program

The Agribusiness Executives Program is an intensive two-week educational program presented specifically for management personnel serving the agricultural sector of the economy. The program is designed to help managers in their efforts to keep abreast of the rapidly changing nature of the agricultural industries. The program focuses on long-range planning as an aid to sound decision making.

The third annual Agribusiness Executives Program will be offered during the summer of 1966.

Food Distribution Program

A cooperative program in food distribution, carried on by the College of Agriculture and the Graduate School of Business and Public Administration, is designed to provide full-time academic training for those already employed in the food manufacturing and distribution industry and for students who wish to combine a study of the fundamentals of business administration with a study of food distribution. Three types of training are offered: (1) "special" student training, usually for one year, for those who are not interested in becoming candidates for degrees; (2) four-year undergraduate degree training for those who desire broad training with specialization in the food distribution field, and (3) graduate work, leading to the Masters' and Doctors' degrees, for qualified students.

who have Bachelors' degrees. Students in the Graduate School of Business and Public Administration may elect this program as a field of concentration during their second year of study.

Special students and four-year undergraduate students register in the College of Agriculture. Candidates for the graduate degrees register in the Graduate School and take their major in agricultural economics. The National Association of Food Chains has made available a number of fellowships of \$1500 each for employees in the food industry. Further information may be obtained by writing to Professor Wendell Earle, Food Distribution Program, Warren Hall, Ithaca, New York.

International Programs

Over the last several years the School's faculty has become increasingly committed to participation in projects with an overseas focus. These projects serve the twin objectives of assisting in the development of foreign institutions and generating expanded opportunities for international studies in the School.

In 1962 the School entered into a contract with the Agency for International Development, under which it agreed to assist in the development of a program in business administration at the Middle East Technical University (METU) in Ankara, Turkey. Under this contract eleven members of the staff of METU have come to Cornell for degree programs in business administration, and six professors have gone to Ankara for periods ranging from one to two years.

In 1964 the School introduced a Latin American Internship Program in Business and Public Affairs as part of the Overseas Professional Service Fellowship Program supported by the Ford Foundation. The Internship Program is designed to increase the number of professionally trained, young Americans with knowledge of and experience in Latin America. After spending a summer at Cornell for language study and orientation, approximately ten Interns annually are placed in governmental agencies and business firms in Spanish-speaking countries in South America, where they work as regular members of those organizations for periods of twelve to fifteen months or longer. Eligibility for the program is limited to United States citizens who hold Masters' degrees in Business or Public Administration or similar fields.

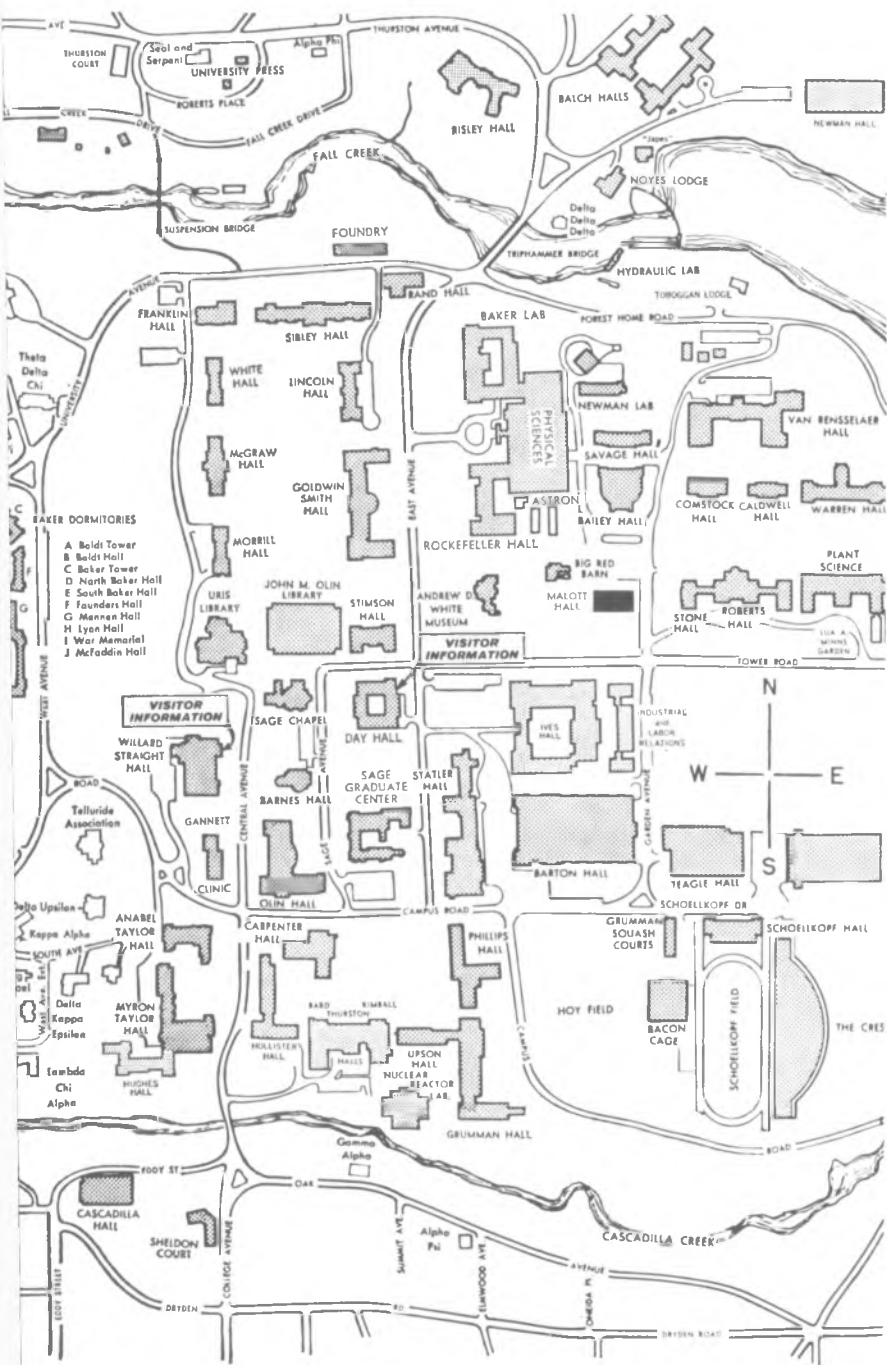
During the past year the School has been working closely with the University of the West Indies in Trinidad, helping that school to establish programs in business administration. In January, 1965, four Cornell

professors participated in a four-week management development program in Trinidad, and similar programs are planned for 1965-66. Members of the School's faculty are serving as consultants to officers of the University of the West Indies, and graduates of this School are engaged in teaching and research in Trinidad.

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The Graduate School of Business and Public Administration is housed in Malott Hall, the heavily shaded building on the map.

